

**City of Carmel-by-the-Sea**  
**Fiscal Year 2014-2015**  
**Operating Plan & Budget**



**Adopted**  
**June 10, 2014**

*Front Cover*

*Item # 0875*

*Artist/Designer: Charlotte Morgan*

*Title/Description: "Early Carmel"*

*Date: Unknown*

*Medium: Oil on Canvas*

*Dimensions: 35" high by 35" wide*

*Carmel-by-the-Sea Art Collection*

*Displayed at Main Library Lobby*

# City of Carmel-by-the-Sea

## Fiscal Year 2014-2015

### Operating Plan – Adopted Budget

Adopted Tuesday, June 10, 2014

to the

Carmel-by-the-Sea City Council

Jason Burnett, Mayor

Ken Talmage, Mayor Pro-Tem

Victoria Beach, Councilmember

Steve Dallas, Councilmember

Carrie Theis, Councilmember

Office of the City Administrator



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**City of Carmel-by-the-Sea  
California**

For the Fiscal Year Beginning

**July 1, 2013**

*Jeffrey R. Enos*

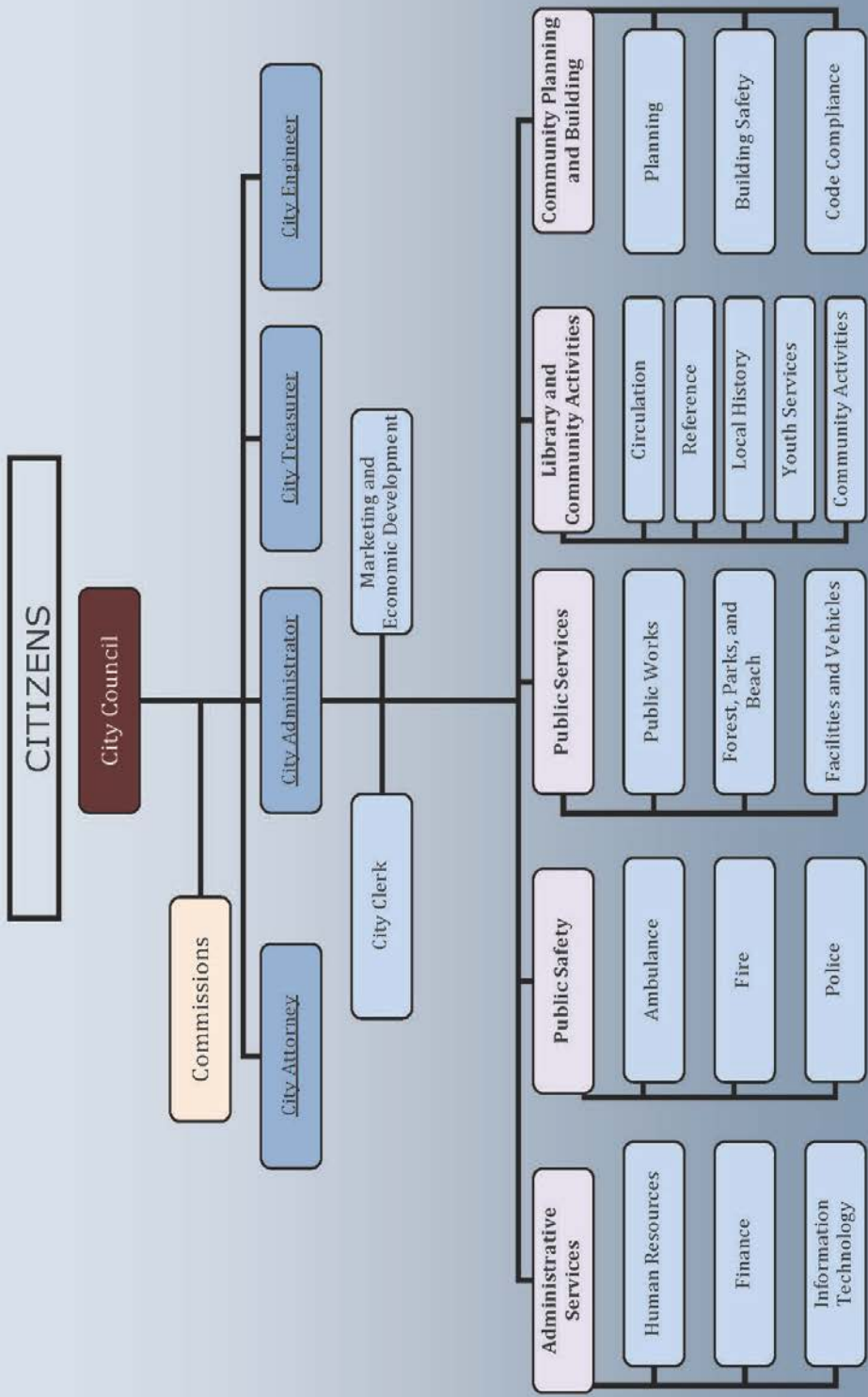
Executive Director

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# City of Carmel-by-the-Sea



# EXECUTIVE SUMMARY

June 11, 2014

The Honorable City Council  
 City of Carmel-by-the-Sea  
 Carmel City Hall  
 Carmel, California 93921

Dear Mayor Burnett and Council Members:

The Fiscal Year 2014-2015 operating plan and adopted budget is prepared for you consistent with the action taken by the City Council at the June 10, 2014 budget adoption hearing. This document serves as a policy document, financial plan, operations guide, and communications device. It includes seven sections. First, this budget message which includes an executive summary, five-year financial forecast, city goals and objectives and the policy planning and management system in place to meet the goals and objectives, and discussion of key issues affecting the budget. Second, a statistical section describing the organization, our community, and population; this information provides context for the upcoming fiscal year. Third, a summary section providing summary schedules of the proposed budget including revenue, expenditure, staffing, and debt service summaries. The fourth section includes the department pages describing the operations, proposed budget, staffing, goals and objectives, and performance data for each department. Fifth, the proposed capital expenditures and description of projects. The sixth section includes the City's financial policies. The final section is a glossary of terms and acronyms. The budget document is geared toward providing clear and transparent information in a format that explains the link between City Council objectives and departmental operations.

The proposed budget is a \$24 million operating plan and is balanced. The budget grows by \$1.8 million from the prior year budget. Capital investment matches what was proposed in the Capital Improvement Plan. Staffing grows by 6.69 full-time equivalent employees. The primary reason for the increased staff is to meet the requirements of completing a robust capital

<b>Budget at a Glance</b>				
	2012-13	2013-14	2013-14	2014-15
Dollars in millions	Actual	Revised	Estimated	Adopted
Total Revenues	\$15.96	\$ 17.78	\$ 18.05	\$ 20.65
Other Financing Sources	<u>\$ 6.30</u>	<u>\$ 5.24</u>	<u>\$ 4.30</u>	<u>\$ 3.49</u>
Total Sources	\$22.26	\$23.03	\$ 22.35	\$ 24.14
Total Expenditures	\$14.76	\$ 17.18	\$ 17.11	\$ 21.56
Designated for Future Use	<u>\$ 6.30</u>	<u>\$ 5.24</u>	<u>\$ 4.30</u>	<u>\$ 2.47</u>
Total Uses	\$21.06	\$22.43	\$ 21.41	\$ 24.03
Staffing FTEs	70.39	75.72	74.58	81.27



improvement program and to implement policy plan objectives reviewed in 2013 including additional staffing for parking management, forest management, and shoreline management. The additional planner position added by the City Council during the budget hearing to meet performance objectives is also included.

The Fiscal Year 2014-2015 proposed budget was delivered to the City Council on time and with craftsmanship by the City's staff. Direction by the City Council in developing goals and objectives provided important guidance in the prioritization of programs. The review, revision, and adoption of policy plans drives the prioritization of activities in this proposed operating plan. The City Council adopted the Fiscal Year 2014-2015 operating plan and budget prior to the start of the fiscal year.

We are pleased that the budget document has been recognized by the Government Finance Officers Association to receive its Distinguished Budget Presentation Award. The Fiscal Year 2013-2014 budget marked the first time the City has received this recognition.

Staff appreciates the City Council's support of its efforts and accomplishments. The City Council's leadership in identifying strategic priorities and supporting the realignment of the organization to better meet the City Council's priorities enabled the City to be more responsive to the City Council, residents, businesses, and visitors of Carmel-by-the-Sea.

Respectfully prepared,

A handwritten signature in blue ink, appearing to read 'JS', is positioned above the name Jason Stilwell.

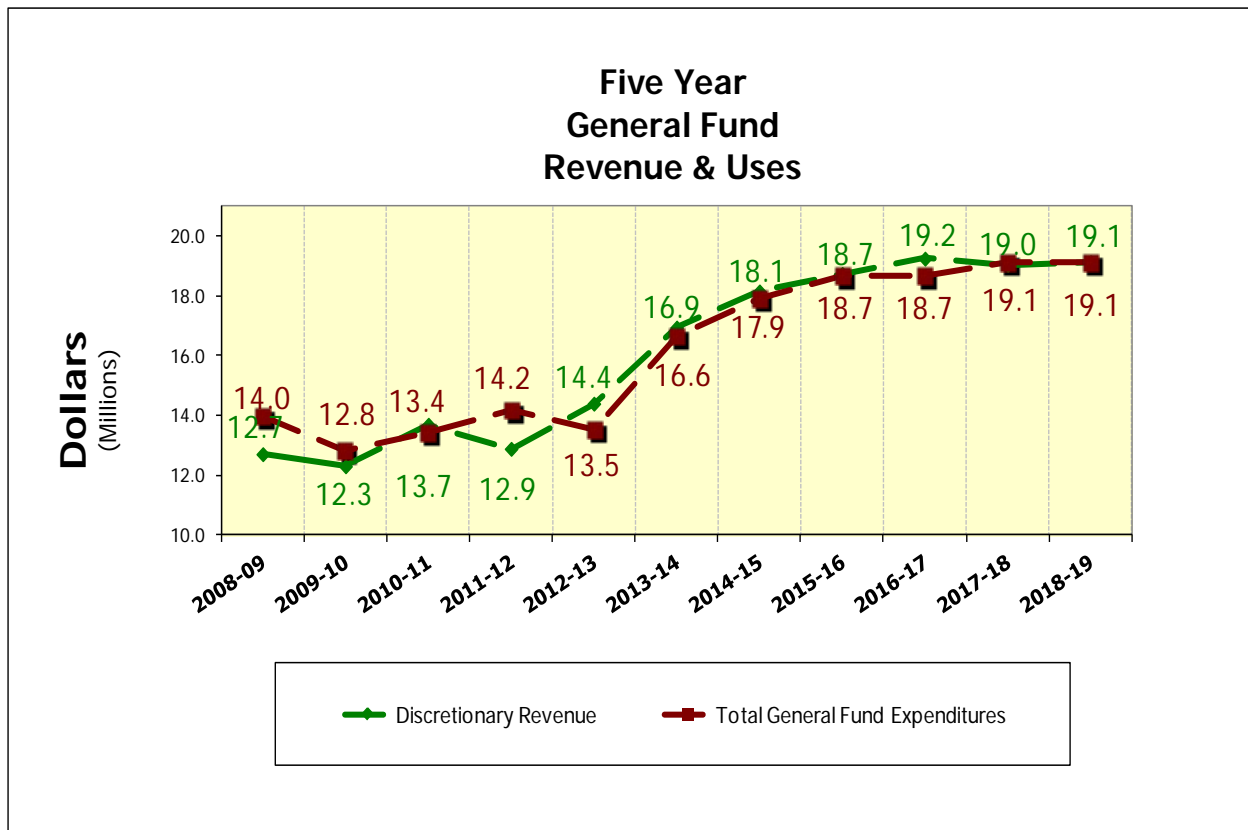
Jason Stilwell  
City Administrator

## FINANCIAL FORECAST OVERVIEW

The City Council receives the five-year financial report annually at the initial stages of the budget development process. The forecast is updated annually and included in the budget document. In general, this year's five-year forecast demonstrates an ability to meet City goals and many capital improvement needs in the mid-term with an anticipated economic downturn beginning in 2017 that is projected to constrain spending.

Revenue growth rates are projected to rise gradually during the forecast period. The forecast anticipates increasing expenditures to maintain or enhance levels of service and meet the requirements of safely and cost effectively maintaining existing community infrastructure.

The five-year forecast shows a steady balance between revenues and expenditures. The past action by the City Council to implement retirement reforms, debt service restructuring, and restructuring of the organization, coupled with Measure D, are providing anticipated enhancements in services, investment in our community, and improvements in future fiscal years.



## Forecast Revenue Detail

The revenue forecast projects Fiscal Year 2014-15 will see continued growth in the City's discretionary revenues. Property tax leading indicators show increases for the upcoming fiscal year. Transient Occupancy Taxes and Sales Taxes show continued strong growth tapering from the growth rate of the past two years.

The nation fell into a recession in the second half of 2008, following the real estate market crash and precipitated by the turmoil in the financial markets. California's economy showed an even more troubled trend. Carmel's revenue dropped by seven percent, or nearly \$1 million, in Fiscal Year 2008-09 compared to the year prior. Revenue gradually rebounded having now exceeded pre-recession levels.

### FIVE-YEAR FY 2013-14 through FY 2018-19 DISCRETIONARY REVENUE PROJECTIONS

in millions of dollars

Revenue Source (Dollars in Millions)	FY10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Budget	FY 13-14 Estimate	FY 14-15 Adopted	FY 15-16 Projected	FY 16-17 Projected	FY 17-18 Projected	FY 18-19 Projected
Property Tax	\$4.158	\$4.265	\$4.628	\$4.710	\$4.795	\$4.963	\$5.062	5.151	5.202	5.254
Transient Occupancy Tax	4.003	4.178	4.616	4.846	5.010	5.381	5.623	5.820	5.529	5.529
Sales Tax	1.806	1.723	2.078	2.113	2.225	2.352	2.434	2.507	2.507	2.507
Measure D			0.683	2.113	2.300	2.735	2.830	2.915	2.915	2.915
Business License Tax	0.526	0.514	0.560	0.497	0.560	0.571	0.583	0.600	0.609	0.615
Fees and Permits	0.391	0.451	0.468	0.435	0.470	0.495	0.514	0.528	0.528	0.533
Interest, Rents, Parking Lots	0.235	0.237	0.283	0.231	0.285	0.232	0.235	0.237	0.239	0.242
Franchise Fees	0.477	0.407	0.501	0.547	0.547	0.575	0.584	0.589	0.601	0.601
Intergovernmental	0.459	0.369	0.378	0.419	0.419	0.432	0.440	0.449	0.458	0.467
Other Revenue & Sources	1.637	0.744	0.201	0.354	0.329	0.411	0.428	0.447	0.447	0.458
<b>TOTAL</b>	<b>13.692</b>	<b>12.887</b>	<b>14.396</b>	<b>16.266</b>	<b>16.940</b>	<b>18.147</b>	<b>18.732</b>	<b>19.243</b>	<b>19.036</b>	<b>19.122</b>
<b>Dollar Change Per Year</b>	<b>\$1.388</b>	<b>-\$0.805</b>	<b>\$1.509</b>	<b>\$1.870</b>	<b>\$2.544</b>	<b>\$1.207</b>	<b>\$0.585</b>	<b>\$0.511</b>	<b>-\$0.207</b>	<b>\$0.086</b>
<b>GROWTH RATES:</b>										
Property Tax	-0.74	2.56	8.52	1.77	3.61	3.50	2.00	1.75	1.00	1.00
Transient Occupancy Tax	5.37	4.36	10.49	4.98	8.53	7.41	4.50	3.50	-5.00	0.00
Sales Tax	11.48	-4.61	20.63	1.68	7.07	5.70	3.50	3.00	0.00	0.00
Measure D				209.37	236.75	18.90	3.50	3.00	0.00	0.00
Business License Tax	-4.54	-2.21	8.87	-11.25	0.00	2.00	2.00	3.00	1.50	1.00
Fees and Permits	-12.72	15.24	3.86	-7.05	0.43	5.40	3.75	2.75	0.00	1.00
Interest, Rents, Parking Lots	-6.00	0.80	19.47	-18.36	0.71	-18.50	1.00	1.00	1.00	1.00
Franchise Fees	5.30	-14.77	23.23	9.26	9.18	5.10	1.50	1.00	2.00	0.00
Intergovernmental	18.60	-19.62	2.45	10.88	10.85	3.00	2.00	2.00	2.00	2.00
Other Revenue & Sources	169.69	-54.53	-73.00	76.29	63.68	25.00	4.00	4.50	0.00	2.50
<b>TOTAL % Change from Prior Yr</b>	<b>11.28</b>	<b>-5.88</b>	<b>11.71</b>	<b>21.35</b>	<b>17.67</b>	<b>7.13</b>	<b>3.23</b>	<b>2.73</b>	<b>-1.08</b>	<b>0.45</b>

Given historical revenue patterns and available forecasts for local and state economic data, an increase of 7.13% in discretionary revenues is estimated in Fiscal Year 2014-15, compared to Fiscal Year 2013-14 projections. Annual revenue growth rates slow but are projected to be approximately 3.00% annually through Fiscal Year 2016-17 and negative, on average, beginning in fiscal year 2017-18 as the economic cycle slows.

## REVENUE PROJECTION ASSUMPTIONS

### Property Tax

Over the past five years, annual increases in the property tax revenues have averaged about 3.4%. The budgeted Fiscal Year 2013-14 increase is 1.77% compared to the previous year's actual revenue. Proposition 13 allows an annual maximum increase of 2% on properties that have not declined below their assessed value. The latest data suggests an estimated increase of 3.61% compared to Fiscal Year 2012-13 actual. The future growth rate forecasts a growth rate of 3.50% in Fiscal Year 2014-15, followed by an average increase of 1.44% in the subsequent fiscal years.

Source: Monterey County Assessor; Monterey County Auditor-Controller; 2011 Monterey Economic Forecast prepared by Beacon Economics

### Transient Occupancy Tax

This source of revenue is highly dependent on tourism and the availability of lodging in the City but has demonstrated elasticity as the innkeepers are able to respond to changing economic conditions by adjusting price points. The revenue is based on a 10% tax rate and is projected to increase by 7.41% in Fiscal Year 2014-15 compared to the Fiscal Year 2013-14 estimate. Moderate growth is projected until 2017 when negative revenue growth is projected as a result of an economic downturn. The projected Fiscal Year 2015-16 growth rate is 4.5%. A drop in revenue of 5% is projected in fiscal year 2017-18.

Source: City of Carmel-by-the-Sea; Carmel innkeepers

### Retail Sales Tax

The sales tax began to rebound in late 2010 and early 2011 but remained somewhat volatile. The Fiscal Year 2013-14 estimate is 7.07% higher than the prior year. Subsequent fiscal years show continued modest growth of sales tax as the economy continues to solidify with zero growth as the economic recovery cycle ends. The Measure D growth rate is projected to mirror the City's one-percent Bradley-Burns tax but includes a wider base which includes auto sales. The wider base results in an increased growth rate for Fiscal Year 2014-2015 due to the prior assumptions of coequal tax capacity between the two sales taxes.

Source: CalTrans Monterey County Economic Forecast

### Business License Tax

Business license revenue has been in a general decline. Continued management of business license issuance and renewal is necessary to assure compliance. Outreach to the business community to support and explain the rules and process for obtaining a business license is a key component of compliance and assuring a level playing field in the business community between those that are obtaining the license and collecting and remitting and those that are not. The forecast projects an average 1.90% growth in this revenue during the forecast period. Additional revenue growth in this source may be possible with a successful outreach program.

Source: City of Carmel-by-the-Sea

### Fees and Permits

This revenue category primarily includes building permit fees and planning permit fees. Parking and other permit revenues are also included in this category. Fee and permit revenue is volatile and dependent on economic conditions. While this revenue has experienced an average growth rate of less than one-percent during the past six years, this revenue source is projected to have a growth rate between 0% and 5.4% during the forecast period as building permit activity rebounds.

Source: City of Carmel-by-the-Sea; Monterey County Economic Development Dept.

### Interest, Rents, Parking Lots

This category broadly includes revenue from City assets including interest earnings on savings and investment, facility use and rent, and revenue from the north Sunset Center parking lot. This category has had an average negative growth rate of 10% for the six most recent years. The budget anticipates annual a drop in Fiscal Year 2014-2015 due to loss of parking lot fees and 1% growth in future years.

Source: State Treasurer's Office; PMIA-LAIF

### Franchise Fees

About 39% of these revenues come from the garbage collection franchise, 25% of these revenues come from cable television franchises, and the other 36% are from water, gas and electric utilities. Future growth rates are dependent on cable revenues and low inflation in prices for gas and electricity. Franchise fee revenues are projected to experience growth during the forecast period at approximately the rate of growth of the Consumer Price Index in the subsequent years. This revenue category may exceed forecast expectations with the renegotiated garbage franchise. Estimates will be revised if growth trends demonstrate a rate higher than inflation.

Source: Franchisees; franchise agreements; City of Carmel-by-the-Sea

### Intergovernmental

Intergovernmental revenue is both dependent on economic conditions and on State budget constraints. This category primarily includes vehicle license fee revenue. Statewide revenues from the vehicle license fee fund city and county services, but the State Legislature controls the tax rate and the allocation among local governments. In 2004, the Legislature permanently reduced the vehicle license fee tax rate and eliminated State general fund backfill to cities and counties. Cities and counties subsequently received additional transfers of property tax revenues in lieu of vehicle license fees. SB89 of 2011 eliminated, effective July 1, 2011, vehicle license fee revenue allocated under California Revenue and Taxation Code 11005 to cities. As a part of the Legislature's efforts to solve the State's chronic budget problems, the bill shifted all city vehicle license fee revenues to fund law enforcement grants that previously had been paid by a temporary State tax and – prior to that – by the State general fund. The League of California Cities challenged this action in court as a Constitutional violation. Cities were instructed to expect zero vehicle license fee revenues in 2011-12 and in subsequent years unless and until there is a change in law. However, with the passage of Proposition 30, the State reimbursed vehicle license fee revenue to the City. It is unclear how predictable this revenue will be in the future but the forecast anticipates the revenue to continue being remitted to the City during the forecast period.

Source: California Local Government Finance Almanac; California League of Cities

### Other Revenues

This category has four main components: 1) Grants, 2) Transfers, 3) Charges for services, and 4) various miscellaneous revenues. Grant revenue is volatile from year to year. Transfers were more than \$1 million in Fiscal Year 2010-11 and more than \$600,000 in Fiscal Year 2011-12 as the City utilized reserves to maintain service level and fund capital improvements. The Other Revenue category in the forecast assumes base-level revenue and does not include, in the forecast, significant transfers into the General Fund or use of fund balance. Transfers may be completed that are project specific or are necessary to meet unanticipated expenditure requirements. Charges for service and various miscellaneous revenues are estimated to generate \$200,000 annually going forward.

## **Forecast Expenditure Detail**

The expenditure forecast depicts how the General Fund discretionary revenue is anticipated to be appropriated. Discretionary revenue is primarily spent as departmental base to fund operations. The remaining discretionary revenue is either

invested in capital improvements for one-time needs or used to fund required debt service obligations. The forecast is comprised of three categories: 1) non-salary changes, 2) changes in debt payments, and 3) salary and benefit changes.

FIVE-YEAR FY 2014-15 through 18-19 General Fund Expenditures									
in millions of dollars									
	FY10-11 Actual	FY11-12 Actual	FY12-13 Actual	FY13-14 Estimate	FY 14-15 Adopted	FY 15-16 Projected	FY 16-17 Projected	FY 17-18 Projected	FY 18-19 Projected
Departmental	11.873	11.931	12.689	13.200	13.200	13.598	14.094	14.661	15.081
Capital Investments	1.056	1.454	0.000	1.948	2.828	3.262	2.769	2.824	2.350
Debt Service and Obligations	0.513	0.815	0.846	1.483	1.483	1.306	1.233	1.231	1.231
Non-Salary changes					-0.099	0.130	0.100	0.050	0.050
Change in debt payments					-0.177	-0.073	0.002	0.000	0.001
Salary and benefit changes					0.674	0.439	0.465	0.370	0.389
<b>Annual Total</b>	<b>13.442</b>	<b>14.200</b>	<b>13.535</b>	<b>16.631</b>	<b>17.909</b>	<b>18.662</b>	<b>18.663</b>	<b>19.136</b>	<b>19.102</b>
<b>BASE GROWTH RATES:</b>									
<b>TOTAL % Change from Prior Yr</b>	<b>5.0%</b>	<b>5.6%</b>	<b>-4.7%</b>	<b>22.9%</b>	<b>7.7%</b>	<b>4.2%</b>	<b>0.0%</b>	<b>2.5%</b>	<b>-0.2%</b>
<b>Capital Contributions</b>	Gray information is included as part of the base budget above but are here for historical detail								
Measure D: Road Maintenance				0.484	0.034	0.109			
Measure D: Capital Improvements				0.547	0.818	(0.045)	0.042	0.014	(0.074)
Capital Improvements				0.917	0.028	0.370	(0.535)	0.041	(0.400)
<b>Non-Salary Cost</b>									
Fire Contract		0.854	1.621	2.037	(0.095)	0.050	0.100	0.050	0.050
Ambulance		0.462	0.378	0.429	(0.004)	0.080			
SCC Contract	0.650	0.750	0.600	0.650					
<b>Debt Service and Obligations</b>									
Sunset Center Bonds	0.513	0.513	0.403	0.513	(0.006)	(0.001)	(0.001)	(0.001)	-
Pension Obligation Bonds			0.173	0.703	(0.004)	(0.001)	0.003	0.001	0.001
Lease Payments		0.302	0.270	0.266	(0.167)	(0.071)			
<b>Salary &amp; Benefit changes</b>									
Salaries	0.095	(0.140)	(0.332)	(0.235)	0.704	0.278	0.292	0.184	0.190
Health	0.122	0.010	0.056	(0.038)	0.104	0.083	0.091	0.100	0.110
Retirement	(0.001)	0.023	(0.285)	(0.292)	0.050	0.039	0.041	0.043	0.045
Other	(0.005)	0.020	0.261	0.646	(0.183)	0.039	0.041	0.043	0.045
<b>Total Annual GFC Increase</b>	<b>0.64</b>	<b>0.76</b>	<b>-0.66</b>	<b>3.10</b>	<b>3.10</b>	<b>1.28</b>	<b>0.75</b>	<b>0.00</b>	<b>0.47</b>
<b>Total Cumulative \$ Change from FY 06-07 Actual</b>	<b>1.79</b>	<b>2.55</b>	<b>1.88</b>	<b>4.98</b>	<b>8.08</b>	<b>9.35</b>	<b>10.11</b>	<b>10.11</b>	<b>10.58</b>

The Five-Year Expenditure Projections table includes both actual and projected numbers. The actual numbers, including those in the Fiscal Year 2013-14 Estimate, are to the left of the vertical double line while forecast projections are to the right of the vertical double line. The top portion of the table includes aggregate numbers of the three uses of General Fund revenue. The details of that spending are at the bottom portion of the table. The numbers in the grey box are presented only for historical comparison and are part of the aggregate numbers in the top section of the table.

## Non-Salary

Non-salary cost increases include shifts in the City's use of funding to maintaining the Fire Department's level of service by entering into a contract agreement with the City of Monterey and to maintain the City's fire-ambulance service by assuming responsibility for the function following the dissolution of the Carmel Regional Fire Ambulance Authority. The other non-salary cost increase projected in the forecast is to allocate funding on an ongoing basis to Sunset Center Inc. related to operating the Sunset Cultural Center.

## Debt Service

Debt service payments are anticipated to decrease in the first year of the forecast period as vehicle lease payments end. The debt service for the pension obligation bond is approximately \$700,000 annually, the certificate of participation payment for the Sunset Center improvements is \$507,000 annually. Vehicle lease payments are eliminated as the City moves away from leasing vehicles.

## Salary and Benefits

The salary and benefit increases include anticipated personnel related expenditures. They are determined based on negotiated Memoranda of Understanding (MOUs), health insurance; retirement benefit cost projections, and mandated costs such as workers compensation and Social Security contributions. The assumptions behind these increases include: 1) certain net increase in FTE to enhance services in accordance with the Service Level Sustainability Plan and consistent with Measure D funding, 2) no enhancements of health or retirement benefits, and 3) costs associated with salaries to remain relatively flat but with flexibility in the forecast for the City Council to act on a revision of the salary plan.

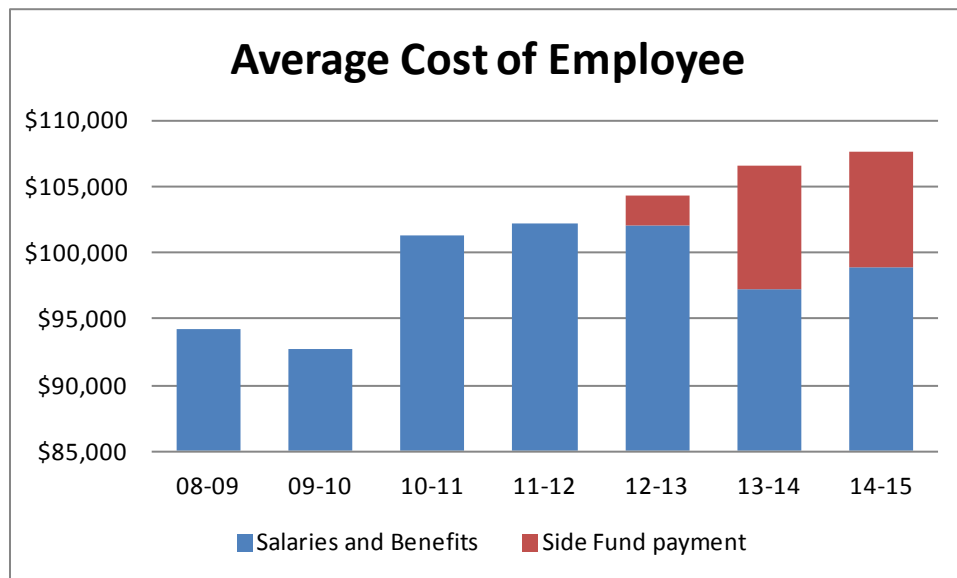
Employee health insurance costs have been rising at an average a rate of 2% over the past five years. The forecast projects health insurance costs will increase on an annual average rate of 10% (\$93,000 per year) as the City continues to implement cost avoidance and management strategies.

The average annual increases in CalPERS retirement rates have been 8.2% since Fiscal Year 2005-06. The investment losses during Fiscal Year 2008-09 have a significant impact on the Fiscal Year 2012-13 retirement rate paid by the City. Smoothing formulas enable the rates to increase more modestly in future years (5.2% average annual increases). The ameliorative measures already taken by the City Council provide downward pressure on the future growth rate. However, CalPERS has adopted a



lower assumption rate which will cause rates to increase in Fiscal Year 2015-16. The side fund payment is no longer included in the retirement rate paid to CalPERS resulting in an annual decrease of over 20% in Fiscal Year 2012-13 compared to the prior fiscal year.

Other salary and benefit costs include all personnel costs other than salaries, health insurance, and retirement rates. Medicare, workers compensation, life, and unemployment insurance premiums, and other MOU obligations are included in this category as is part time staffing. The total cost of these is approximately \$900,000 annually and the assumed growth rate is 4.5% annually.



## **CITY GOALS AND OBJECTIVES**

The City Council, on an annual basis coinciding with the start of the budget development cycle, adopts objectives, goals, and identifies key initiatives. The City Council adopted four objectives and ten key initiatives. The key initiatives derive from the goals and objectives and are expected to be completed or substantially under way in 2014. The objectives are identified in the appropriate department budget pages and the key initiatives are included in the operating budget or capital budget, as appropriate.

### **Community Character**

- Preserve the community's beach, park, public space, and forest assets by having thoughtful policies, public dialogue, and active partnerships with community groups and strategic partners.
- Preserve and maintain village character and sustainability in Carmel through clear land use policies, appropriate zoning regulations, detailed design guidelines, and equitable and consistent code compliance.
- Promote community cleanliness to protect, conserve and enhance the unique natural beauty and resources of the Village.

### **Long-term Vitality and Sustainability**

- Effectively manage revenue sources to support services to the community.
- Focus on enhancing quality of life for residents
- Focus on enhancing and marketing the community as a destination for overnight visitors, boutique conferences, the arts, and ecotourism.
- Maintain a leadership role in the region on issues that are vital to the community.
- Enhance our resources, the natural environment and human health, and promote the social and economic well-being of the community for the sake of current and future generations.

### **Organizational Effectiveness**

- Direct organizational performance through a structure that is responsive to meeting internal operational needs and objectives and the delivery of high-quality customer service.
- Utilize a policy planning and management system to drive the organization to meet adopted policy goals.
- Focus on accountability, efficiency and quality customer service through the individual performance of employees; connecting their work to the business and strategy of the organization and creating a performance process that will ensure and promote the goals of the organization.

### **Fiscal Stability**

- Pay attention to the financial trade-offs involved in analyzing business decisions whether strategic, operational, or financial.
- Allocate Measure D funds in the spirit in which the voters passed the initiative and document for the public.
- Promote efficiency through an organizational culture that identifies and implements process improvements and strives to develop more efficient methods of providing service and utilizing taxpayer dollars.
- Routinely compare costs and effects to assess the extent to which a service delivery decision can be regarded as providing value for money. This informs decision-makers who have to determine where to allocate limited taxpayer resources.

The following key initiatives derive from the four organizational objectives above. These initiatives have a beginning and an end and are designed to be completed or substantial progress made during 2014.

Key initiatives in 2014 are:

Parking Management: Develop a comprehensive list of parking solutions and implement solutions in accordance with Parking Management Plan priorities and goals.

Water: Maintain a leadership role in developing a long-term solution to the region's water supply and develop additional local water conservation and water supply alternatives.

Shoreline Management Plan and Forest Management Plan: Implement the plans focusing on beach fires and the key priorities and including the Del Mar Master Plan and Mission Trail Nature Preserve Master Plan.

Trails: Revitalize the Scenic Pathway and improve Rio Park and Rio Road entrance to the Mission Trail Nature Preserve and begin development of a regional trail plan.

IT Plan: Implement year 1 of the Information Technology Strategic Plan.

Facilities Use Plan: Adopt a Facility Use Plan and consider long-term best use of the City's facilities.

Sunset Center: Coordinate a campus plan and transition corridor with the update of the Sunset Center's strategic plan.

Forest Theater: Complete the design of the Forest Theater renovation to enable construction documents and fundraising to commence for future year construction.

Beautification: Focus on community beautification projects including trash can replacement, median beautification, and signage updates; adopt a new waste hauler franchise agreement.

Flanders: Investigate the five options to move toward reaching a final resolution.

## **POLICY PLANNING AND MANAGEMENT SYSTEM**

Effective implementation of the City Council's goals is achieved by the use of a policy planning and management system. In such a system the City Council annually develops goals consisting of objectives and key initiatives. In addition, the City Council updates and adopts policy plans, based on the anticipated schedule below, for service areas or functions that further refine policy objectives in the City's operations. A management system then drives implementation of the City's goals and policy plan objectives. The management system takes a systematic approach to policy implementation and is predicated on certain core standards of an engaged workforce: quality service, accountability, efficiency, and customer orientation.

# Carmel by-the-Sea Policy Planning and Management System

OBJECTIVES	2014 KEY INITIATIVES	POLICY PLANS
<p>Community Character</p> <p>Long-term Vitality</p> <p>Organizational Effectiveness</p> <p>Fiscal Stability</p>	<p>Parking management</p> <p>Water supply and conservation</p> <p>Shoreline Management Plan and Forest Management Plan</p> <p>Trails</p> <p>Information Technology Plan</p> <p>Facilities Use Plan</p> <p>Sunset Center</p> <p>Forest Theater</p> <p>Beautification</p> <p>Flanders</p>	<p>Operating Plan</p> <p>Capital Improvement Plan</p> <p>Human Resource Plan</p> <p>Information Tech Plan</p> <p>General Plan and elements</p> <p>Destination Marketing Plan</p> <p>Emergency Operation Plan</p> <p>Local Coastal Program</p> <p>Design Guidelines</p> <p>Water Conservation</p> <p>Parking Management</p> <p>Library Workplan</p> <p>Forest Management</p> <p>Shoreline Management</p> <p>Pavement Management</p> <p>Sidewalk Management</p> <p>Storm Water</p> <p>Facility Use</p> <p>Administrative policies</p>

## MANAGEMENT SYSTEM

Performance measures  
 Operations Review Meetings  
 Project Reporting System  
 Employee and contract reviews  
 Effective communication

Professional ethics  
 Delegated responsibility  
 Policy formulation  
 Continuous learning  
 Integrated support services

### CORE STANDARDS OF ENGAGED WORKFORCE

Quality Service  
 Accountability  
 Efficiency  
 Customer Orientation

**To uphold the public trust**

POLICY PLAN	Last	Rvw	TIMELINE							
	Update	Freq.	2013	2014	2015	2016	2017	2018	2019	2020
<b>OPERATING PLAN</b>	Jun-12	Annual	[Adoption Period]							
<b>CAPITAL IMPROVEMENT PLAN</b>	Mar-12	Annual	[Adoption Period]							
<b>HUMAN RESOURCES</b>		Biannual	[Review Period]		[Adoption Period]		[Adoption Period]		[Adoption Period]	
<b>INFORMATION TECHNOLOGY</b>		3 years	[Adoption Period]			[Adoption Period]			[Adoption Period]	
<b>GENERAL PLAN</b>										
LAND USE	Oct-04	10-15 yrs						[Adoption Period]		
COASTAL ACCESS	Oct-04	10-15 yrs						[Adoption Period]		
COASTAL RESOURCE MANAGEMENT	Oct-04	10-15 yrs						[Adoption Period]		
HOUSING	2010	8 yrs			[Adoption Period]					
CIRCULATION	2009	10 yrs							[Adoption Period]	[Adoption Period]
PUBLIC FACILITIES	2009	10 yrs							[Adoption Period]	[Adoption Period]
OPEN SPACE/CONSERVATION	2009	10 yrs							[Adoption Period]	[Adoption Period]
ENVIRONMENTAL SAFETY	2009	10 yrs							[Adoption Period]	[Adoption Period]
NOISE	2009	10 yrs							[Adoption Period]	[Adoption Period]
<b>DESTINATION MARKETING PLAN</b>	2013	3 yrs	[Adoption Period]			[Adoption Period]				
<b>EMERGENCY OPERATIONS PLAN</b>	Jun-11	Biannual			[Adoption Period]		[Adoption Period]		[Adoption Period]	
<b>DEPARTMENTAL</b>										
ADMINISTRATIVE SERVICES										
<i>includes: human resources</i>										
<i>includes: information technology</i>										
CITY ADMINISTRATOR										
<i>includes: operating plan</i>										
<i>includes: capital improvement plan</i>										
<i>includes: economic development/marketing</i>										
CITY COUNCIL										
Annual Goal Setting	Jan-13	Annual	[Adoption Period]							
COMMUNITY PLANNING AND BUILDING										
<i>includes: General Plan and elements</i>										
Local Coastal Program	2004									
Design Guidelines (Residential)	May-01	10 yrs					[Adoption Period]			
Design Guidelines (Commercial)	Jan-00	10 yrs				[Adoption Period]	[Adoption Period]			
Water Conservation	Sep-12	Annual	[Adoption Period]							
Historic Context Statement		5 yrs								
Parking Management	Oct-13		[Adoption Period]							
LEGAL										
LIBRARY & COMMUNITY ACTIVITIES										
Strategic Workplan	Jan-13	3 yrs	[Adoption Period]			[Adoption Period]			[Adoption Period]	
PUBLIC SAFETY										
<i>includes: Emergency Operations</i>										
PUBLIC SERVICES										
Forest Management	Mar-01	10 yrs	[Review Period]							
Shoreline Management	Feb-04	10 yrs	[Review Period]							
Pavement Management	Nov-13	10 yrs	[Review Period]	[Adoption Period]						
Sidewalk Management		10 yrs	[Review Period]	[Adoption Period]						
Storm Water		10 yrs	[Review Period]	[Adoption Period]						
Facility Use		10 yrs	[Review Period]	[Adoption Period]						

[Light Blue Box] = review period      [Dark Blue Box] = adoption period

## KEY ISSUES AFFECTING THE BUDGET

Developing and maintaining a balanced budget involves prioritizing needs and services while continuing to meet legally mandated or required obligations. Three key issues affecting the City's budget are 1) deferred service levels and infrastructure maintenance, 2) policy plan implementation, and 3) the cost of providing retirement benefits.

### Deferred Service Levels and Infrastructure Maintenance

Rebuilding the organization to meet community service level expectations is a multi-year effort. Over the years, basic levels of service have been deferred as has infrastructure maintenance.

Turnarounds typically take three to five years and fiscal year 2014-2015 marks the third year of the City's turnaround. In 2012 the City Council adopted goals that included enduring objectives and actionable key initiatives and the City began utilizing the policy planning and management

system to refocus the organization toward meeting the City Council goals and policy plan objectives. Also, beginning in 2012, the City Council began a systematic review of its policy plans soliciting community input to chart the path forward. In 2013 a revised organizational structure was put in place to facilitate execution and decision making. Department directors were recruited to meet the City's needs and each began reviewing departmental operations and refocusing processes. Every department was undertaking significant review of its operations, services, and mandates. 2014 has witnessed the initial progress of the departmental analysis with staffing, process improvements, and internal policy and procedure updates.

The adopted fiscal year 2014-2015 budget and the subsequent yearly projected budgets seek to create an alignment between funding requirements and long term vitality with an organization that is responsive to meeting service level expectations.

Fiscal year 2014-2015 marks the opportunity to continue the progress. The Operating Plan continued process improvements and further execution toward City goals and policy plan objectives to gain momentum. There are modest targeted staffing increases to meet the service level expectations. Whereas the majority of the 2013 key initiatives focused on policy planning the 2014 key initiatives provide continuity with a focus on execution.

The next several years will require focus on maintaining the community's quality of life, reconstituting eroded services to meet adopted policy plan outcomes, and repairing and maintaining the City's neglected roads, buildings, and infrastructure. The proposed fiscal year 2014-2015 budget and the subsequent yearly projected budgets seek to create an

alignment between funding requirements and long term vitality with an organization that is responsive to meeting service level expectations.

**Policy Plan Implementation**

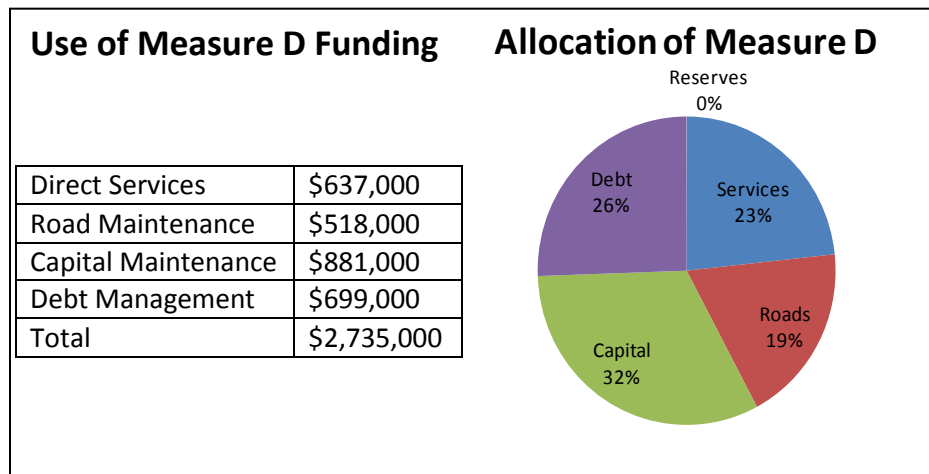
The past three years saw the City undertake several community conversations about community vision and related service level expectations. These visions and related objectives are developed into policy plans. The policy plans serve to articulate a vision and focus the organization on results. The City has eighteen adopted policy plans to address different service areas or issues.

The results of the community dialogue were several refined visions and a demand for the City to meet policy plan objectives. While policy planning is ongoing at different stages execution of plan objectives is taking on a larger focus in the coming years.

In 2012 the City Council devised a Service Level Sustainability Plan to identify needs and costs for stabilizing the City’s services that had deteriorated. The Plan called for stabilizing service levels, refunding and repaying debt service obligations, investing in the City’s roads and infrastructure as required to avoid more costly future expenses, and preserving the City’s vital reserves. Three cornerstones to fund the Service Level Sustainability Plan were 1) expenditure reforms, 2) a hospitality improvement district, and 3) Measure D.

Voters approved a ten-year local sales tax rate increase of one-percent in November 2012. This rate increase, known as Measure D doubled the City’s sales tax revenue and realigned the proportion of sales tax revenue with the City’s other two primary sources of revenue – property taxes and transient occupancy taxes.

This budget allocates Measure D funding in accordance with the vision set by the City Council in June 2012 and approved by voters with the passage of Measure D. The budget allocates funding for services, road



maintenance, capital maintenance, debt management, and reserves. The City Council updated the City's reserve policies in early 2013 and this adopted budget does not draw from reserves.

### **Cost of Providing Retirement Benefits**

Although there have been reforms at the State level, CalPERS (the City's retirement administrator), and by the City Council, the projected cost of retirement is expected to increase over the next several years. The increases are a result of the loss of investment position during the 2008 economic downturn and the level of retirement benefits the City committed to its employees.

On January 1, 2013, the Public Employees' Pension Reform Act of 2013 (PEPRA) took effect. The impact of most of the PEPRA changes will first show up in the contribution rates the City pays to CalPERS for the 2015-16 fiscal year.

On April 17, 2013, the CalPERS Board of Administration approved a recommendation to change the CalPERS amortization and rate smoothing policies. Beginning with the June 30, 2013 valuations that set the 2015-16 rates, CalPERS will employ an amortization and smoothing policy that will pay for all gains and losses over a fixed 30-year period with the increases or decreases in the rate spread directly over a 5-year period. Current estimates are an increase of the cost to the City of 8% for miscellaneous employees and 7% for public safety employees. The changes are part of CalPERS' efforts to close its unfunded liability, which is estimated at \$80 billion - \$260 billion in assets versus \$350 billion in liabilities.

In addition to the 2013 PEPRA retirement reforms, the City Council adopted a resolution to change the employee retirement benefit program and establish a two-tier Public Employee Retirement System (PERS) for miscellaneous and public safety employees hired after April 16, 2012. Salary projections used for this budget demonstrate that retirement reform is projected to reduce the City's cost of providing retirement benefits to new employees by more than \$65,179. These are ongoing savings that will increase as employee turnover continues.

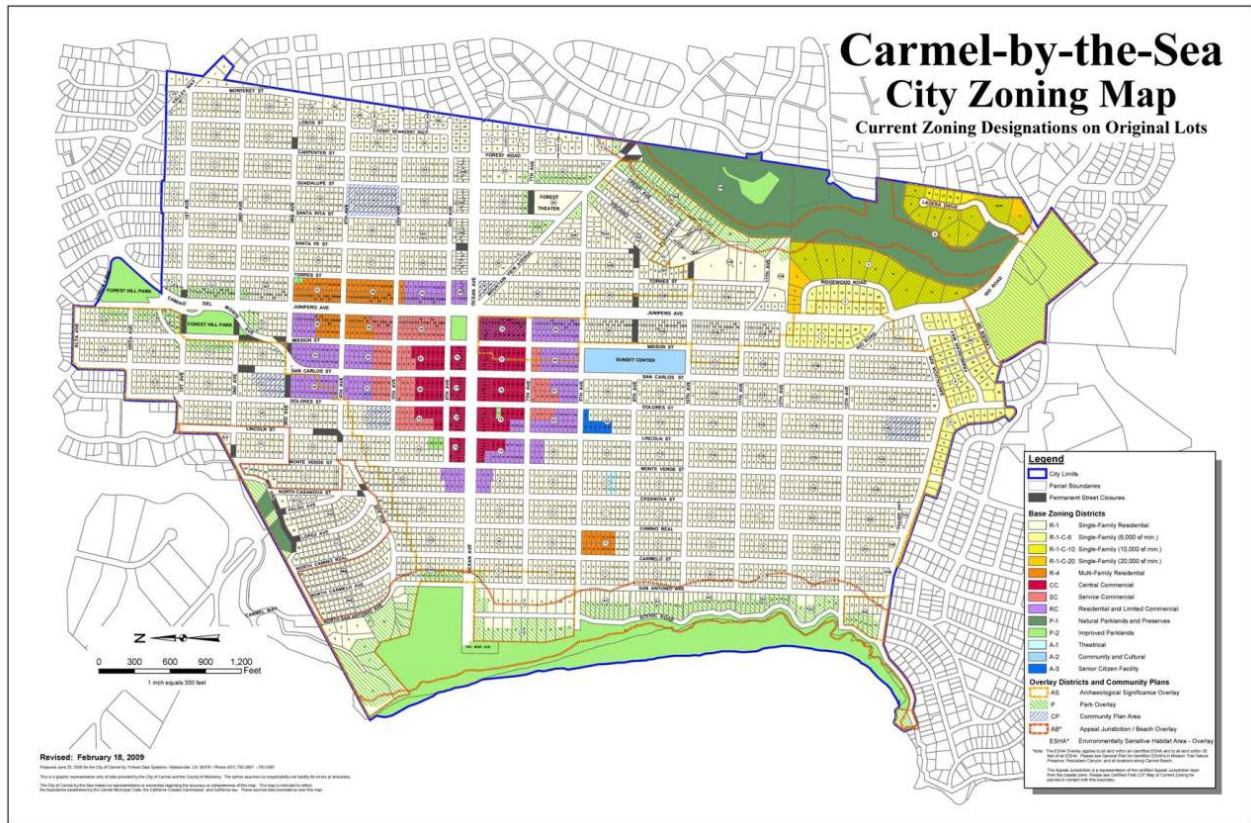
The increasing cost of providing retirement benefits is included in the financial forecast and budget projections. It displaces revenue that could otherwise be used for service delivery and reduces the enacted reform savings.



# STATISTICAL PROFILE

Located 120 miles south of San Francisco on the Monterey Peninsula, Carmel-by-the-Sea is renowned for its rich beauty and prides itself on its white sand beach, urban forest and natural parklands all within a one-square-mile, built-out community. Monterey pines, live oaks, and Monterey cypress provide an abundant tree canopy throughout the City. The City has average household incomes and property values that exceed the State's mean. The median age of its residents is 60 years. The Carmel area offers outstanding educational opportunities through the Carmel Unified School District as well as institutions of higher learning on the Monterey Peninsula.

Incorporated in 1916 as a General Law City, Carmel is organized as a Council/City Administrator form of government. The City Council is composed of a Mayor plus four Council Members, all of whom are elected-at-large. The Mayor serves a two-year term and the Council Members serve four-year, overlapping terms with municipal elections held in April of each even-numbered year. The Council provides community leadership, develops policies to guide the City in the delivery of services, and encourages citizen understanding and involvement.



## STATISTICAL DATA

### Population figures for the City:

Population today is estimated at 3,959 up from 3,722 during the 2010 Census. There are 3,420 housing units, of which 2,183 are owner-occupied.

Source: Demographics NOW, Gale Cengage Learning

### 10-year growth rate:

2000 Census population was 4,081. This is a drop of almost 9%. The 2013 estimate is 3,959 and the 2018 projection is 4,002.

1920	1930	1940	1950	1960	1970	1980	1990	2000	2010
638	2,248 (+252%)	2,806 (+25%)	4,351 (+55%)	4,580 (+5%)	4,525 (-1%)	4,707 (+4%)	4,209 (-11%)	4,081 (-3%)	3,722 (-9%)

Source: Demographics NOW

### Demographic data:

414 people (10%) under the age of 19  
 80 people (2%) aged 20 to 24  
 556 people (14%) aged 25 to 44  
 1,420 people (36%) aged 45 to 64  
 1,489 people (38%) aged 65 or older.

Median age 60 years.

100 females per 76 males.

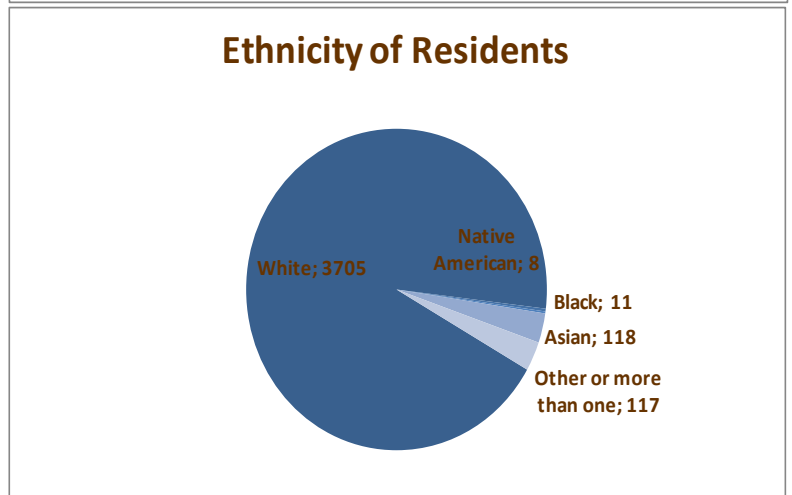
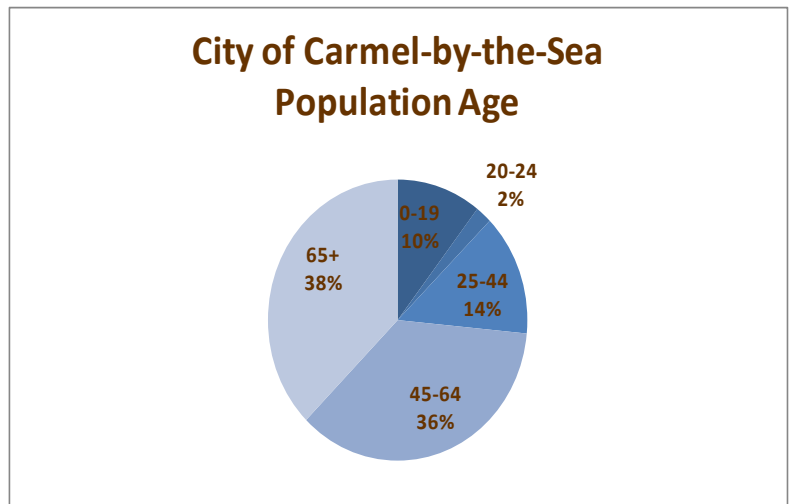
### Ethnicity data of our residents:

3,705 (93.5%) White  
 11 (0.2%) Black  
 8 (0.2%) Native American  
 118 (2.9%) Asian  
 117 (2.9%) Other or > Race

### Reported Origin:

190 (4.8%) Hispanic or Latino  
 3,769 (95.1%) Not Hispanic or Latino.

Source: Demographics NOW



**Unemployment rate:**

Carmel-by-the-Sea has a current unemployment rate of 2.4%. This compares to a Monterey County rate of 13.1%. However, an estimated 40.4% of Carmel’s population is not in the labor force (see Demographic Data Summary).

Source: Unemployment data is from the February 2014 Monthly Labor Force Data for Cities and Census Designated Places (CDP) report from the Labor Market Information Division of the California Employment Development Department.

**Household income:**

	2000	2013 estimate	2018 projection
<b>Avg. household income</b>	\$88,200	\$111,061	\$125,966
<b>Median household income</b>	57,687	71,987	81,444
<b>Per Capita Income</b>	49,207	63,640	72,086

Source: Demographics NOW

**BUSINESS DATA**

**Three Largest Revenue Sources:**

Revenue Source (Dollars in Millions)	FY06-07 Actual	FY07-08 Actual	FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Actual	FY12-13 Actual
Property Tax	\$3.726	\$3.867	\$4.066	\$4.189	\$4.158	\$4.265	\$4.628
Transient Occupancy Tax	4.209	4.395	3.787	3.799	4.003	4.178	4.616
Sales Tax	2.143	2.340	2.181	1.620	1.806	1.723	2.078

Source: City of Carmel-by-the-Sea

**Property tax and median home price information:**

Average 2013 sales price for single family homes	\$1,562,368
Average 2013 property taxes for a single family residence	\$17,184
Average 2013 sales price for condos	\$544,500
Average 2013 condo property tax	\$5,989

Source: Monterey County Association of Realtors

Secured property tax value	\$3,153,416,179
Unsecured property tax value	\$27,307,767
Total Taxable Value Carmel-by-the-Sea	\$3,180,723,946

Carmel-by-the-Sea percentage of \$1.00 Countywide tax levy 0.913139

Source: Monterey County Auditor-Controller: Tax Rates for Fiscal Year 2012-2013

**Transient Occupancy Tax**

**Generators:**

Hotels & Inns	44
Number of rooms	950
Hotels with Restaurants	5

Source: Carmel Innkeepers Association

Tax Year	Occupancy Rate	Daily Room Rate
1991-1992	69.75%	
1992-1993	69.50%	
1993-1994	70.75%	
1994-1995	69.10%	
1995-1996	74.68%	114.12
1996-1997	76.60%	120.88
1997-1998	73.53%	127.81
1998-1999	73.08%	135.83
1999-2000	74.06%	146.82
2000-2001	70.22%	155.21
2001-2002	65.10%	154.66
2002-2003	61.58%	153.18
2003-2004	61.49%	155.84
2004-2005	61.44%	161.10
2005-2006	62.52%	168.84
2006-2007	64.03%	177.72
2007-2008	64.74%	182.95
2008-2009	60.14%	170.03
2009-2010	57.19%	176.83
2010-2011	61.00%	176.28
2011-2012	66.14%	178.42
2012-2013	65.77%	192.67
2013-2014	68.99% (est)	200.39 (est.)

**Sales Tax Generators:**

<u>Business Type Description</u>	<u>Count</u>	<u>Business Type Description</u>	<u>Count</u>
Art/Gift/Novelty Stores	83	Package Liquor Stores	8
Specialty Stores	78	Florest Shops	4
Personal Services	54	Photographic Equipment	4
Home Furnishings	50	Auto Repair Shops	2
Business Services	42	Men's Apparel	2
Jewelry Stores	36	Wineries	3
Restaurants Serving Alcohol	33	Service Stations	2
Family Apparel	33	Grocery Stores Beer/Wine	1
Restaurants Serving Beer and Wine	31	Grocery Stores Liquor	1
Women's Apparel	29	Drug Stores	1
Restaurants No Alcohol	14	Shoe Stores	5
Stationery/Book Stores	13	Hotels Serving Alcohol	4
Second-hand/Resale Stores	13	All Others	125
		<b>Total All Groups</b>	<b>671</b>

Source: HdL Companies

## Largest Employers in the City of Carmel-by-the-Sea:

Company Name	Address	Primary SIC Business Description
MITCHELL GROUP	7TH & DOLORES	Real estate brokers and agents
INNS BY THE SEA	4TH AVE & SAN CARLOS ST	Hotels and Motels
CITY OF CARMEL-BY-THE-SEA	MONTE VERDE S OF OCEAN AVE	Government
ALAIN PINEL REALTORS	JUNIPERO S OF 5TH	Real estate brokers and agents
CARMEL PREFERRED RESTAURANT GROUP	OCEAN AVENUE LINCOLN	American Restaurant
MIRABEL HOTEL RESTAURANT GROUP	MISSION ST & 8TH AVE	Restaurants
PEPE INTERNATIONAL	6TH AVENUE AND JUNIPERO AVE	Ethnic Food Restaurants
IL FORNAIO	OCEAN AVENUE AND MONTE VERDE	Ethnic Food Restaurants
HOGS BREATH INN	SAN CARLOS ST	Steak restaurant
FLAHERTY'S OYSTER BAR	6TH AVE & SAN CARLOS ST	Eating and Drinking Places
SIMIC GALLERIES	SAN CARLOS AND 6TH AVE	Museums and Art Galleries
PINE INN HOTEL	OCEAN AVE	Hotels and Motels
ANTON & MICHEL RESTAURANT	MISSION S OF OCEAN AVE	Eating and Drinking Places
CYPRESS INN HOTEL	CORNER OF 7TH & LINCOLN	Inns
JACK LONDONS BAR & GRILL	DOLORES ST & 5TH AVE	Eating and Drinking Places
KRIS KRINGLE OF CARMEL	OCEAN AVE & SAN CARLOS ST	Gift, Novelty, and Souvenir Shops
NIELSEN BROTHERS MARKET, INC	7TH & SAN CARLOS	Grocery stores, independent
CARMEL BAYVIEW INN	5TH & 6TH JUNIPERO	Commercial and industrial building
JUNIPERO SERRA SCHOOL	2992 LASUEN DR	Public Elementary and Secondary Schools
NORMANDY INN	OCEAN AVE	Bed and breakfast inn
ISIS MANAGEMENT INC	MISSION & OCEAN AVE	French restaurant
CARMEL FOUNDATION	LINCOLN & 8TH	Senior citizen center or association
ALEX KAY ENTERPRISES	JUNIPERO & 6TH	Grocery stores, independent
GRASINGS COASTAL CUISINE	57 MISSION AND 6TH AVE	Eating and Drinking Places
COACH AT CARMEL	SAN CARLOS ST & OCEAN AVE	Luggage and Leather Goods Stores
ADOBE INN	DOLORES ST & 8TH AVE	Hotels and Motels

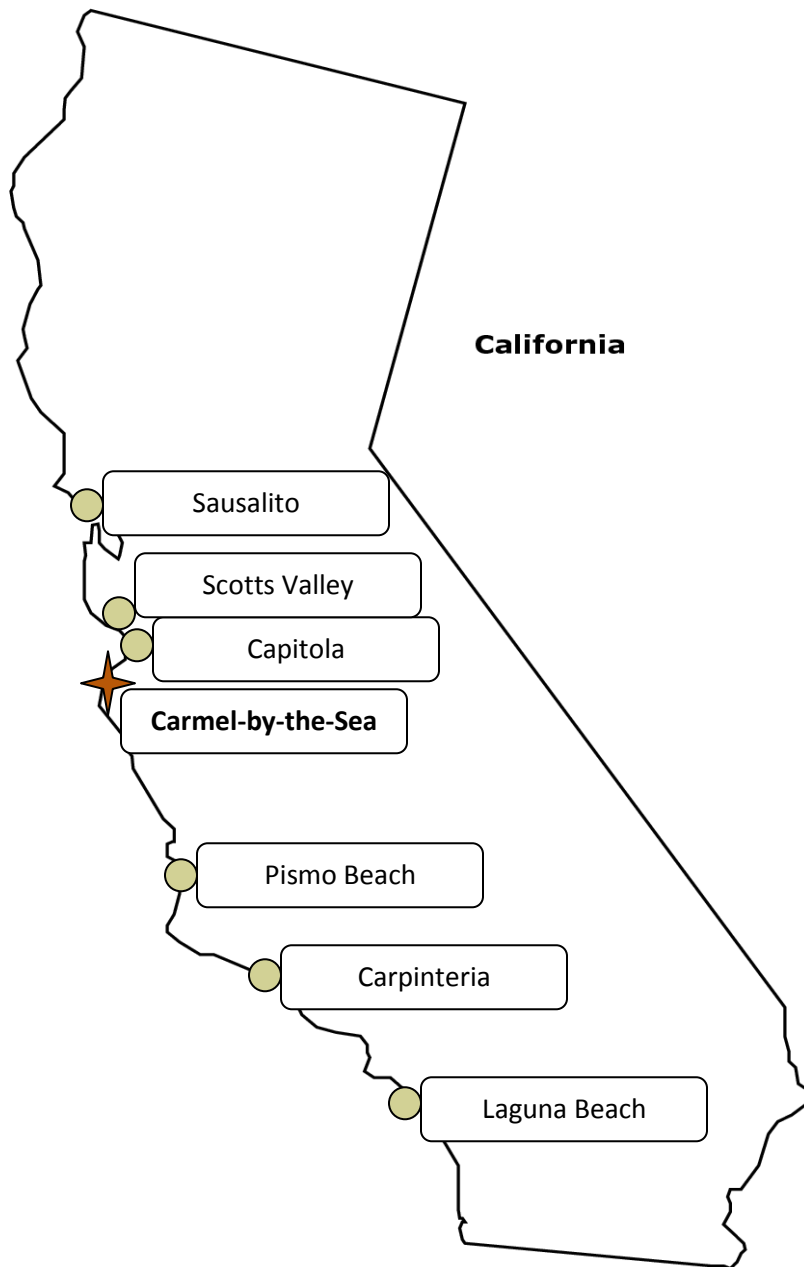
Source: Demographics Now, Carmel Chamber of Commerce, and City of Carmel-by-the-Sea

## Business Licenses:

	FY10-11	FY11-12	FY12-13
Business Licenses Issued (June)	1515	1625	1688

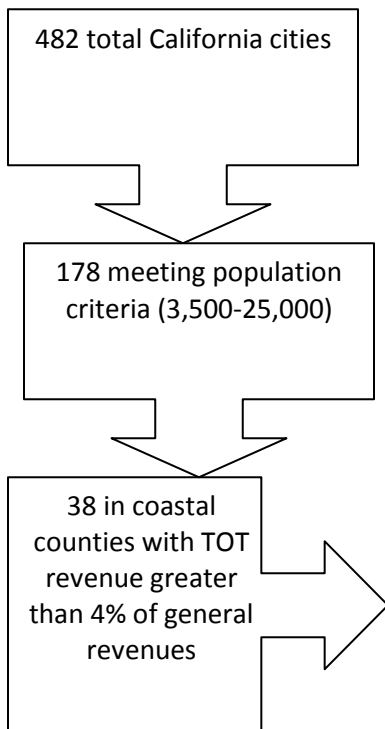
## BENCHMARK CITIES

Carmel-by-the-Sea recognizes that on occasion comparing similarly situated communities can be useful when examining delivery of services, financial capacity, economic health and other comparable data. The six benchmark cities of Capitola, Carpinteria, Laguna Beach, Pismo Beach, Sausalito, and Scotts Valley are the City of Carmel-by-the-Sea's benchmark cities considered to have common characteristics.



## Common characteristics of the benchmark cities

Population between 3,500 and 25,000
Located in a coastal county of California
Tourism is an important part of economy
Strong “sense of place/quality of life” community
Similar scope of services (“hybrid delivery:” provides safety and posterity services but does not provide enterprise services like water, sewer, transit, harbors or airports)
Management/governance reputation
Slow growth

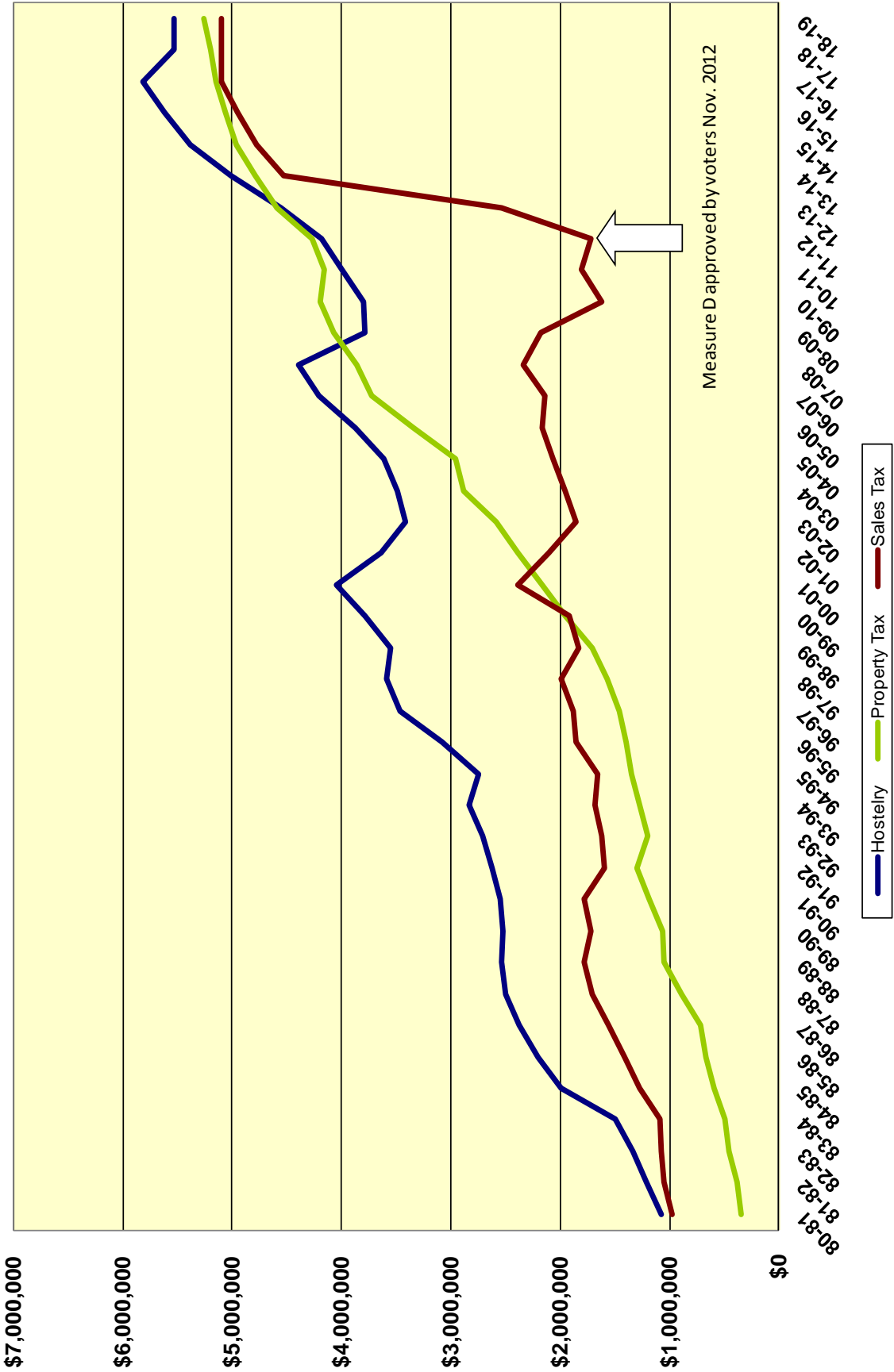


20 have strong quality of life or sense of place

The final italicized six provide similar services and are slow growth with a good reputation of management and governance

City	County	Population
Calistoga	Napa	5,188
<i>Capitola</i>	<i>Santa Cruz</i>	9,992
<b>Carmel</b>	<b>Monterey</b>	<b>3,859</b>
<i>Carpinteria</i>	<i>Santa Barbara</i>	13,104
Del Mar	San Diego	4,187
Half Moon Bay	San Mateo	11,415
Healdsburg	Sonoma	11,475
<i>Laguna Beach</i>	<i>Orange</i>	22,792
Larkspur	Marin	12,014
Malibu	Los Angeles	12,683
Marina	Monterey	19,808
Morro Bay	San Luis Obispo	10,329
Pacific Grove	Monterey	15,114
<i>Pismo Beach</i>	<i>San Luis Obispo</i>	7,708
<i>Sausalito</i>	<i>Marin</i>	7,116
Sebastopol	Sonoma	7,423
<i>Scotts Valley</i>	<i>Santa Cruz</i>	11,640
Solana Beach	San Diego	12,945
Sonoma	Sonoma	10,711
St. Helena	Napa	5,849
Tiburon	Marin	9,031

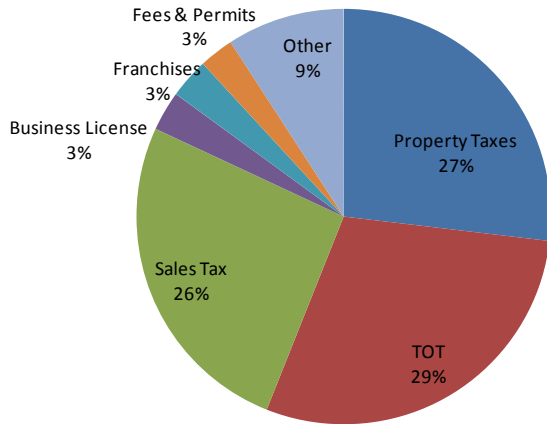
# City of Carmel-by-the-Sea Top Three Revenues



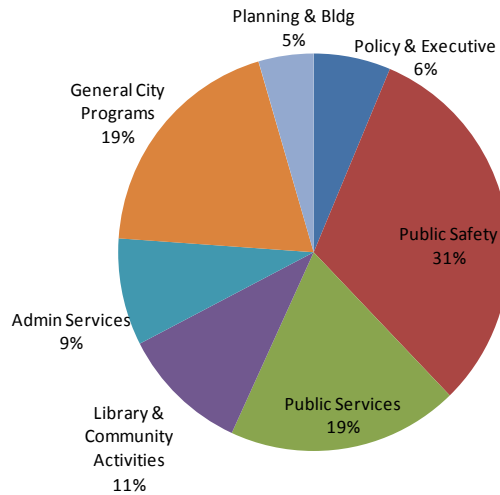


# SUMMARY SCHEDULES

## Revenue



## Expenditures



## EXPENDITURE SUMMARY BY DEPARTMENT

General Fund Department	Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Adopted Budget FY 2014-15	Projected Budget FY 2015-16	Projected Budget FY 2016-17
CITY COUNCIL	\$ 108,361	\$ 118,271	\$ 171,621	\$ 162,648	\$ 256,382	\$ 263,493	\$ 268,231
LEGAL	452,277	265,175	479,719	476,019	379,260	380,475	380,721
CITY ADMINISTRATOR OFFICE	799,302	679,279	703,571	721,764	677,999	762,235	740,125
MARKETING & ECONOMIC DEVELOPMENT	361,458	298,587	356,800	354,652	319,260	290,380	291,550
GENERAL CITY PROGRAMS	537,771	1,050,177	1,001,077	1,812,307	4,000,409	4,414,652	3,854,150
ADMINISTRATIVE SERVICES	999,149	1,323,134	1,626,663	1,345,856	1,808,799	1,795,637	1,822,297
TREASURER	1,600	2,600	2,400	2,600	2,400	2,400	2,400
COMMUNITY PLANNING AND BUILDING	599,918	585,210	725,185	803,011	939,850	974,227	1,003,430
PUBLIC SERVICES							
ENGINEERING	3,338	5,568	10,800	11,385	10,800	10,800	10,800
FACILITIES and VEHICLES	682,958	637,037	855,359	750,303	704,728	739,255	766,051
PUBLIC WORKS	970,212	975,730	1,105,308	1,018,059	1,302,044	1,379,579	1,380,276
FOREST, PARKS AND BEACH	472,661	465,797	506,636	374,400	720,305	710,791	763,615
PUBLIC SAFETY							
FIRE	1,837,326	1,778,949	2,039,181	2,178,865	2,030,779	2,085,389	2,199,563
POLICE	2,863,929	2,955,875	3,177,910	3,071,808	3,322,249	3,522,540	3,626,708
LIBRARY AND COMMUNITY ACTIVITIES							
COMMUNITY ACTIVITIES	847,703	676,580	775,986	728,399	884,593	928,493	938,502
HARRISON MEMORIAL LIBRARY	910,724	945,457	1,395,477	1,227,804	1,292,376	1,459,987	1,502,587
<b>GENERAL FUND DEPARTMENT TOTAL</b>	<b>\$ 12,448,687</b>	<b>\$ 12,763,425</b>	<b>\$ 14,843,693</b>	<b>\$ 15,039,881</b>	<b>\$ 18,652,232</b>	<b>\$ 19,717,332</b>	<b>\$ 19,551,007</b>
<b>Ambulance Fund Department</b>	<b>Actual FY 2011-12</b>	<b>Actual FY 2012-13</b>	<b>Revised Budget FY 2013-14</b>	<b>Estimate FY 2013-14</b>	<b>Adopted Budget FY 2014-15</b>	<b>Projected Budget FY 2015-16</b>	<b>Projected Budget FY 2016-17</b>
PUBLIC SAFETY							
AMBULANCE FUND	377,688	912,837	1,086,635	1,022,749	1,153,261	1,235,394	1,235,394
<b>AMBULANCE FUND DEPARTMENT TOTAL</b>	<b>\$ 377,688</b>	<b>\$ 912,837</b>	<b>\$ 1,086,635</b>	<b>\$ 1,022,749</b>	<b>\$ 1,153,261</b>	<b>\$ 1,235,394</b>	<b>\$ 1,235,394</b>

## REVENUE AND OTHER SOURCES

<b>GENERAL FUND</b>								
Actual	Actual	Preliminary				Budget	Budget	Budget
10-11	11-12	12-13		Account		13-14	14-15	15-16
<b>TAX REVENUE</b>								
\$ 3,824,941	\$ 4,264,610	\$ 4,215,825	Property Tax - Secured	01-31801		\$ 4,333,090	\$ 4,574,223	\$ 4,665,708
156,577	150,546	\$ 174,669	Property Tax - Unsecured	01-31802		172,533	174,885	178,383
39,849	22,514	\$ 44,529	Property Tax - Unitary	01-31803		41,611	46,086	47,008
136,422	129,890	\$ 193,035	Property Transfer Tax	01-31805		162,384	167,805	171,161
\$ 4,157,789	\$ 4,567,560	\$ 4,628,057	Total Property Taxes			\$ 4,709,618	\$ 4,963,000	\$ 5,062,260
3,878,772	4,390,816	\$ 4,579,137	Hostelry Tax Revenues	01-55002		4,846,000	5,380,526	5,623,000
1,805,510	1,743,748	\$ 2,211,453	Sales & Use Tax	01-31811		4,226,000	5,087,454	4,950,000
526,251	514,374	\$ 560,376	Business License Tax	01-31820		497,000	571,000	583,000
\$ 10,368,322	\$ 11,216,500	\$ 11,979,023	<b>Subtotal:</b>			\$ 14,278,618	\$ 16,001,980	\$ 16,218,260
<b>FRANCHISE FEES</b>								
195,355	221,907	\$ 197,124	Garbage	01-32801		212,332	222,949	226,293
130,722	140,777	\$ 139,721	Cable Television	01-32802		134,670	141,403	143,524
98,540	77,745	\$ 85,744	Gas & Electric	01-32803		122,400	128,520	130,448
51,980	51,245	\$ 78,375	Water	01-32804		78,000	81,900	83,129
\$ 476,597	\$ 491,674	\$ 500,965	<b>Subtotal:</b>			\$ 547,402	\$ 574,772	\$ 583,394
<b>FEES AND PERMITS</b>								
25,688	17,645	\$ 16,988	Business Application Fees	01-33351		26,000	18,000	18,675
7,542	14,780	\$ 22,495	Parking Stall Use Permits	01-33402		9,000	23,000	23,863
216,959	263,805	\$ 254,374	Building Permits	01-33404		235,000	256,000	265,600
90,430	84,934	\$ 102,800	Planning Permits	01-33405		100,000	115,500	119,831
6,423	6,551	\$ 5,834	Building Trade Permits	01-33407		10,000	12,100	12,554
11,928	9,225	\$ 15,175	Encroachment Permits	01-33408		12,000	24,400	25,315
(1,062)	-	\$ -	Passenger Driver Permits	01-33527		1,500	1,000	1,038
11,335	10,640	\$ 10,360	Parking Permits	01-33528		18,000	19,000	19,713
14,720	14,380	\$ 14,740	Other Licenses & Permits	01-33549		15,500	17,325	17,975
-	-	\$ -	Community Services Permits	01-40726		-	-	-
6,775	8,290	\$ 8,475	Tree Removal Permit	01-33626		8,000	8,800	9,130
\$ 390,738	\$ 430,250	\$ 451,241	<b>Subtotal:</b>			\$ 435,000	\$ 495,125	\$ 513,692
<b>FINES &amp; FORFEITURES</b>								
19,237	17,793	\$ 15,918	Court Fines (Criminal & Court)	01-34801		25,750	26,000	27,345
77	114	\$ 729	Other Fines & Forfeitures	01-34802		210	250	250
\$ 19,314	\$ 17,907	\$ 16,648	<b>Subtotal:</b>			\$ 25,960	\$ 26,250	\$ 27,595
<b>USE OF MONEY &amp; PROPERTY</b>								
29,368	18,459	\$ 24,112	Interest	01-35801		25,250	25,503	25,758
33,361	36,708	\$ 35,860	Rents	01-35805		34,500	34,600	34,600
172,215	181,716	\$ 214,939	Parking Lot Fees	01-35825		171,300	172,000	176,221
\$ 234,944	\$ 236,882	\$ 274,911	<b>Subtotal:</b>			\$ 231,050	\$ 232,103	\$ 236,579

(Revenue detail continued on the following page)

## REVENUE AND OTHER SOURCES

Actual 10-11	Actual 11-12	Preliminary 12-13		Account	Budget 13-14	Budget 14-15	Budget 15-16
<b>CHARGES FOR SERVICES</b>							
1,715	1,022	\$ 1,290	Administration	01-36276	2,550	2,601	2,653
1,315	1,729	\$ 3,701	Administrative Services	01-36351	1,530	1,561	1,592
895	1,643	\$ 7,285	Planning	01-36401	400	400	400
47,642	35,484	\$ 35,602	Police	01-36526	48,960	49,000	50,938
<b>\$ 51,567</b>	<b>\$ 39,878</b>	<b>\$ 47,878</b>	<b>Subtotal:</b>		<b>\$ 53,440</b>	<b>\$ 53,562</b>	<b>\$ 55,583</b>
<b>REVENUE FROM AGENCIES</b>							
\$ 2,083	\$ -	\$ -	Abandoned Vehicle Abatement	01-37526	\$ 3,060	\$ 3,152	\$ 3,184
1,861	15,250	\$ 26,090	POST Reimbursement	01-37529	7,038	7,249	7,322
353,246	170,338	\$ 294,765	Motor Vehicle In Lieu	01-37801	346,000	356,380	369,272
29,038	3,921	\$ 24,118	Hoplr	01-37804	30,600	31,518	32,148
38	-	\$ 520	Damage Restitution	01-37805	510	525	531
64,512	19	\$ 2,713	State Mandates	01-37810	30,600	31,518	31,836
-	(70)	\$ 4,405	Other Agencies	01-37899/38899	1,326	1,366	1,380
<b>\$ 450,778</b>	<b>\$ 189,458</b>	<b>\$ 352,610</b>	<b>Subtotal:</b>		<b>\$ 419,134</b>	<b>\$ 431,708</b>	<b>\$ 445,673</b>
<b>GRANTS</b>							
8,128	7,311	\$ 9,500	Public Safety Augmentation (1/2%)	01-38526	15,000	15,000	15,000
-	179,420		TAMC		-	-	-
<b>\$ 8,128</b>	<b>\$ 186,731</b>	<b>\$ 9,500</b>	<b>Subtotal:</b>		<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
<b>RECREATION USE FEES</b>							
3,400	20,350	\$ 5,530	Programs	01-40726	3,500	21,500	3,500
6,630	8,755	\$ 9,345	Facility Use	01-40727	6,866	7,029	7,196
	14,210	\$ 12,250	Homecrafters' Fair	01-41100	12,000	13,000	14,000
	4,815	\$ 6,700	Arts & Crafts Classes	01-41110	5,000	5,000	5,500
			Library Operations	01-41010	18,100	18,100	18,824
			CA State Library	01-41020	-	-	-
			Friends of HML	01-41030	19,000	19,000	19,760
			Interest Income	01-41040	1,000	1,000	1,040
			Carmel Library Foundation	01-41050	280,000	280,000	291,200
			Library Donations	01-41060	1,200	1,200	1,248
<b>\$ 10,030</b>	<b>\$ 48,130</b>	<b>\$ 33,825</b>	<b>Subtotal:</b>		<b>\$ 346,666</b>	<b>\$ 365,829</b>	<b>\$ 362,268</b>
<b>MISCELLANEOUS REVENUE</b>							
-	112,019	\$ 136,021	Miscellaneous	01-46801	35,700	170,172	37,142
89,796	-	\$ 3,884	Donations	01-46801	90,000	100,000	100,000
<b>\$ 89,796</b>	<b>\$ 112,019</b>	<b>\$ 139,905</b>	<b>Subtotal:</b>		<b>\$ 125,700</b>	<b>\$ 270,172</b>	<b>\$ 137,142</b>
<b>TRANSFER FROM OTHER FUNDS</b>							
96,105	100,000	\$ 80,381	Gas Tax (See Gas Tax Fund)	01-48003	74,950	117,500	130,000
-	21	\$ -	Debt Service	01-48008			
-	255,273		Road Impact Fee	01-48010			
121,139	111,649	\$ 140,352	Traffic Safety	01-48012			
-	-		Capital Projects Reserve	01-48013			
40,000	-	\$ 70,000	Benefit Liability	01-48016			
60,000	20,000	\$ 60,000	Workers Compensation	01-48017			
300,000	-	\$ 160,000	General Fund/Operating Reserve	01-48018			
104,912	61,590	\$ 50,000	Grant Funds	01-48021		100,000	100,000
-	-	\$ 25,000	Community Svcs Deposit Acct 50-24050-0684	01-48050		47,248	
-	-	\$ 4,700	Arts & Craft Deposit Acct 50-24050-0733	01-48050		30,984	
2,410	-	\$ -	Forest Theater Fund	01-48060			
<b>\$ 724,566</b>	<b>\$ 548,534</b>	<b>\$ 590,433</b>	<b>Subtotal:</b>		<b>\$ 74,950</b>	<b>\$ 295,733</b>	<b>\$ 230,000</b>
12,824,780	13,517,964	14,396,939	<b>Total Sources</b>		<b>16,552,920</b>	<b>18,762,234</b>	<b>18,825,187</b>

## **REVENUE DEFINITIONS**

### **GENERAL FUND**

**PROPERTY TAX:** The valuation of property in the City is determined by the Monterey County Tax Assessor, except for Public Utility property, which is assessed by the State Board of Equalization. As defined by Article XIII A of the California Constitution (commonly known as "Proposition 13"), assessed values are stated at 100% of full cash value. The County levies a base tax of \$1 per \$100 of assessed valuation (subject to annual growth limitations of 2%). Carmel-by-the-Sea's share of the \$1 is approximately 9.0%.

**SALES & USE TAX:** In accordance with the California Revenue & Taxation Code and the Bradley-Burns Uniform Local Sales Use Tax Law of 1955, the State of California imposes a 7.25% Sales & Use Tax on taxable sales in the City. The City receives 1% of the levy with the remaining funds being shared by the State and County. Carmel-by-the-Sea voters approved a 1% local option sales tax for a ten-year period beginning in 2013 (Measure D) bringing the total imposed tax to 8.25% with the City's share being 2%.

**FRANCHISE TAX:** The City imposes fees on gas, electric, water, garbage, and cable television companies for the privilege of using City streets and pipelines.

**TRANSIENT OCCUPANCY TAX:** The Carmel Municipal Code authorizes the City to levy a tax for the privilege of occupying lodgings on a transient basis. The current rate is 10%.

**REAL PROPERTY TRANSFER TAX:** The Carmel Municipal Code Section 3.24 authorizes the imposition of a transfer tax, on real property sold within the City, at the rate of \$0.275 per \$500 of purchase price in excess of \$100.

**BUSINESS LICENSE FEES:** Chapter 5.04 of the Carmel Municipal Code requires a Business License as a prerequisite for conducting businesses, trade, calling, profession, or occupation in the City. The Code further imposes an annual License Fee for the privilege of conducting such businesses at differing rates among several general classifications.

**BUILDING, PLUMBING & ELECTRICAL PERMITS:** The Community Planning and Building Safety Department issues building, plumbing and electrical permits for construction of residential and commercial/industrial structures to ensure Code compliance.

**FINES & FORFEITURES:** The California Vehicle Code and the Carmel Municipal Code mandate and/or allow for the imposition of civil penalties for parking violations. These penalties are collected by the City. Fines assessed for moving violations of the California Vehicle Code and non-parking violations of the Carmel Municipal Code are collected by the Monterey County Superior Court and partially remitted to the City. Library fines are charged for overdue and damaged books and materials.

**INTEREST ON INVESTMENTS:** Earnings from the prudent investment of idle funds are a source of revenue for the City. The City pools its available cash and invests in various instruments

allowed under the City's Investment Policy, which is governed by State law. Earnings are allocated to various funds on the basis of proportionate cash balances.

**MOTOR VEHICLE IN LIEU:** Pursuant to Section 11005 of the Revenue and Taxation Code, the City receives a portion of the Motor Vehicle License Fees collected by the State of California Department of Motor Vehicles.

**CHARGES FOR SERVICES:** Fees are charged by several City Departments for a variety of public services as described below:

Community Planning and Building Safety - Fees are collected for services such as zoning and planning, plan checks, plan retention, environmental assessment, encroachment permits and other planning services.

Public Services - Fees collected for this department include charges for public works services, tree permits, storm water utility fees, and excavation permits.

Library - The Harrison Memorial Library collects fees for a host of services which include lost and damaged books, non-resident library cards, use of computer facilities and use of meeting rooms.

Public Safety - Police department fees are charged for filming detail, false alarms, fingerprinting and the Diversion Program. Ambulance charges transportation service fees. The Carmel Municipal Code authorizes several fire department fees such as special fire services, hazardous materials inspections and responses, annual fire and fire permit inspections, and fire protection equipment inspections.

**OTHER REVENUES:** These include reimbursements for self-insurance, SB-90, and property damage; sales of surplus property; donations; and refunds.

#### **TRAFFIC SAFETY FUND**

The City receives a portion of parking ticket revenue and Vehicle Code violation fines and penalties collected by the Monterey County Superior Court. By State law, this money must be used for traffic safety related expenditures including traffic enforcement and capital projects.

#### **STATE GAS TAX FUND**

The City is allocated a share of revenues derived from the State Highway Users Tax Account Sections 2105, 2106, 2107 and 2107.5.

#### **CAPITAL PROJECTS FUND**

Monies are transferred from various funds to this fund for City capital improvement projects approved by the City Council.

## CHARACTER OF EXPENDITURES

Description	Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Adopted Budget FY 2014-15	Projected Budget FY 2015-16	Projected Budget FY 2016-17
SALARIES	4,341,920	4,087,826	4,858,529	4,730,129	5,562,536	5,636,755	5,822,561
OVERTIME	423,288	145,358	173,200	154,619	167,750	153,215	154,848
HOLIDAY IN-LIEU	97,952	81,973	99,526	73,055	99,089	115,609	119,077
UNIFORM ALLOWANCE	20,248	20,625	22,068	15,159	22,200	22,255	23,171
SOCIAL SECURITY	14,905	13,692	17,028	13,348	18,235	14,646	14,918
MEDICARE	59,694	56,239	66,909	59,824	73,664	78,467	80,964
RETIREMENT	1,156,382	820,320	732,862	663,857	782,647	776,318	802,323
MEDICAL PROGRAM	695,127	685,214	722,672	666,986	826,293	934,827	973,846
LIFE INSURANCE	8,796	8,010	8,009	7,742	8,424	9,584	9,884
WORKERS COMPENSATION	156,283	214,338	242,034	244,749	263,122	273,080	281,935
DEFERRED COMPENSATION	23,532	23,201	31,782	36,585	31,590	33,834	34,607
MOU OBLIGATIONS	13,170	15,941	55,619	10,738	67,512	65,871	67,465
UNEMPLOYMENT	381	67	9,000	28,178	9,000	9,028	9,187
PART-TIME ASSISTANCE	361,836	302,344	324,829	264,602	106,000	348,934	358,052
GROUP LTD	1,053	-	-	-	-	-	-
<b>Salaries and Benefits</b>	<b>7,374,567</b>	<b>6,475,147</b>	<b>7,364,067</b>	<b>6,969,570</b>	<b>8,038,061</b>	<b>8,472,423</b>	<b>8,752,837</b>
UTILITIES	203,706	188,630	230,500	195,475	225,626	242,970	248,793
TRAINING/PERSONAL EXP.	22,092	29,536	24,800	23,129	34,300	30,790	36,566
CLOTHING EXPENSE	12,621	16,331	15,500	14,942	15,550	16,150	16,220
PERMITS,LICENSES & FEES	6,897	10,262	9,200	1,409	10,700	9,249	10,786
CREDIT CARD BANK FEES	11,027	13,565	11,730	12,840	10,000	11,000	11,500
DUES/MEMBERSHIPS	59,524	93,009	98,864	89,769	102,750	104,156	100,935
DOCUMENTS/PUBLICATIONS	5,917	1,777	7,960	2,567	7,435	8,605	7,992
TELEPHONE	42,791	46,339	42,000	39,361	44,250	45,455	46,610
RADIO EXPENSE	3,690	736	2,450	3,299	2,450	2,450	2,450
POSTAGE	7,285	3,947	9,788	6,982	9,800	10,451	10,949
PRINTING	9,303	13,158	13,700	23,752	16,200	17,372	15,359
ADVERTISING	5,555	8,407	9,000	7,202	9,000	9,630	9,741
RENT/LEASE EQUIPMENT	1,871	178	1,100	(25)	4,100	1,300	3,635
OFFICE MACHINE SUPPLIES	7,332	5,986	8,750	6,516	7,750	8,306	8,552
OFFICE SUPPLIES	8,257	9,685	8,900	7,083	11,300	12,320	11,047
CUSTODIAL SUPPLIES	11,187	11,600	15,000	12,200	15,000	16,000	17,000
MATERIALS/SUPPLIES	92,517	85,406	119,600	68,518	115,000	119,000	126,840
FUEL	97,382	59,718	78,750	68,742	80,000	86,822	90,000
AUTOMOTIVE PARTS	4,327	5,700	5,000	1,737	7,000	7,000	7,500
TIRES/TUBES	2,299	2,449	4,500	4,474	5,000	4,500	5,000
EQUIPMENT MAINTENANCE	78,127	81,680	84,950	80,254	96,450	107,761	107,760
OUTSIDE LABOR	191,859	223,592	288,100	149,145	289,850	337,933	324,610
PROFESSIONAL SERVICES	453,607	356,967	579,000	620,736	622,665	580,118	583,673
CONTRACTUAL SERVICES	1,139,550	2,344,106	2,621,731	2,809,734	2,650,111	2,710,445	2,845,719
TREE CONTRACT SERVICES	-	-	-	-	50,000	50,000	50,000
TOOLS/EQUIPMENT	6,107	7,768	7,500	3,965	7,700	8,500	8,535
COMMUNITY ACTIVITIES	21,976	19,432	38,500	22,061	34,000	78,500	82,250
STORM WATER RUNOFF	73,015	109,190	135,000	99,192	132,000	142,000	133,000
SAFETY EQUIPMENT	19,185	11,938	17,500	7,571	17,500	17,500	17,535
OFFICIAL PUBLIC MEETINGS	599	-	500	-	500	500	500
SUPPLIES/SERVICE	5,421	3,184	9,500	509	15,900	9,560	9,719
RECRUITMENT	3,886	17,386	3,000	15,439	6,500	3,000	3,000
PRE-EMPLOYMENT	16,870	2,311	5,000	9,334	8,000	5,000	5,000
EMPLOYEE ASSISTANCE PROGRAM	1,183	-	2,200	-	2,200	2,200	2,200
EMPLOYEE IMMUNIZATION PROGRAM	1,940	1,545	2,500	1,775	2,500	2,500	2,500
ERGONOMIC STUDIES/MODIFICATION	1,137	2,235	2,500	1,568	2,500	2,500	2,500
REGIONAL DESTINATION MARKETING	177,022	171,852	180,000	177,852	120,000	120,000	120,000
REGIONAL AMBULANCE SUBSIDY	258,733	-	-	-	-	-	-
MCCVB CONTRACT	114,084	119,235	136,800	136,800	142,260	145,380	146,550
MAIL SERVICE CONTRACT	53,262	52,074	53,100	51,378	53,100	56,817	59,658
COUNCIL DISCRETIONARY	10,492	1,538	61,050	61,050	87,100	91,760	94,025
ELECTION	27,450	12,636	50,000	50,000	-	52,500	-
CARMEL CHAMBER OF COMMERCE	15,000	7,500	40,000	40,000	57,000	25,000	25,000
AUDITS	32,002	19,206	27,500	22,212	33,000	33,000	33,000
WORKERS COMP-SELF-FUNDED CLAIMS RUN-OUT	17,400	16,225	20,000	14,400	20,000	20,000	20,000
LIABILITY INSURANCE	296,931	355,103	324,500	229,134	341,200	350,000	360,000
RETIREE INSURANCE PROGRAM	37,906	42,638	39,000	41,161	43,000	44,000	45,000
EMPLOYEE RECOGNITION	5,596	5,803	6,500	6,790	6,500	6,500	6,500
EOC SUPPLIES/SERVICE	59	-	7,500	-	12,000	12,000	12,000
FIRE EQUIPMENT/SUPPLIES	4,556	2,981	-	-	7,416	7,715	7,715
MEDICAL SUPPLIES	6,234	5,419	-	(1,976)	-	6,000	-
HYDRANT MAINTENANCE	1,182	-	1,300	-	1,300	1,300	1,300
SCC SUBSIDY	750,000	600,000	650,000	650,000	650,000	650,000	650,000
FINE ART MAINT/PRESERVE	10,000	1,522	5,000	4,598	-	5,000	5,000
HEMOCRAFTERS' EXPENSES	1,818	3,121	-	-	4,000	4,200	4,326
ART CLASSES EXPENSES	445	436	-	-	500	525	541
PROPERTY TAX ASSESSMENTS	31,289	32,289	42,426	44,049	44,500	44,945	45,394
LIBRARY OPERATING EXPENSES	-	-	319,300	319,300	319,300	332,072	342,034
<b>Services and Supplies</b>	<b>4,536,349</b>	<b>5,238,101</b>	<b>6,478,549</b>	<b>6,258,003</b>	<b>6,613,763</b>	<b>6,830,257</b>	<b>6,944,019</b>
<b>TOTAL</b>	<b>11,910,916</b>	<b>11,713,248</b>	<b>13,842,616</b>	<b>13,227,574</b>	<b>14,651,824</b>	<b>15,302,680</b>	<b>15,696,857</b>
Transfer to Capital Improvement	-	-	-	704,999	2,343,878	2,635,028	2,141,800
Transfer to Debt Service	537,771	739,429	710,048	746,304	1,234,770	1,275,730	1,208,456
Salary Savings	-	-	(130,150)	-	-	-	-
Transfer to Ambulance	-	310,748	421,179	361,003	421,761	503,894	503,894
<b>SUBTOTAL</b>	<b>537,771</b>	<b>1,050,177</b>	<b>1,001,077</b>	<b>1,812,307</b>	<b>4,000,409</b>	<b>4,414,652</b>	<b>3,854,150</b>
<b>TOTAL USES</b>	<b>12,448,687</b>	<b>12,763,425</b>	<b>14,843,693</b>	<b>15,039,881</b>	<b>18,652,232</b>	<b>19,717,332</b>	<b>19,551,007</b>

**MAJOR FUND BUDGET SUMMARY**

Description	Actual FY 2011-12	Actual FY 2012-13	Actual FY 2012-13	Revised Budget FY 2013-14	Adopted Budget FY 2014-15	Projected Budget FY 2015-16	Projected Budget FY 2016-17
<b>GENERAL FUND</b>							
<i>Source of Funds</i>							
Taxes	11,216,500	11,472,163	11,979,023	14,278,618	16,001,980	16,218,260	16,532,000
Franchise Fees	491,674	512,698	500,965	547,402	574,772	583,394	584,000
Fees & Permits	430,250	430,500	451,241	435,000	495,125	513,692	514,000
Fines & Forfeit	17,907	25,200	16,648	25,960	26,250	27,595	28,000
Intergovernmental	189,458	143,715	378,410	419,134	431,708	445,673	440,000
Other	604,616	428,266	780,652	846,806	1,232,398	1,036,572	634,000
Use of Prior Funds	548,534	585,002	290,000	-	-	-	-
	13,498,939	13,597,544	14,396,939	16,552,920	18,762,233	18,825,187	18,732,000
<i>Uses of Funds</i>							
Policy & Executive	1,359,940	1,278,218	1,068,293	1,254,911	1,313,641	1,406,203	1,389,077
Public Safety	4,701,255	5,012,695	5,045,572	5,097,091	5,774,789	6,111,823	6,330,165
Public Services	2,098,402	2,596,133	2,078,564	2,417,877	2,737,877	2,840,425	2,920,742
Library & Activities	910,722	956,427	972,037	966,177	2,176,969	2,388,480	2,441,089
Admin Services	1,000,749	1,197,166	1,325,734	1,404,063	1,811,199	1,798,037	1,824,697
Planning & Bldg	599,918	600,960	585,210	725,185	939,850	971,227	1,003,430
General City Programs	781,289	923,318	948,587	1,117,536	319,260	290,380	291,550
Debt Service	537,771	710,048	739,429	1,245,206	1,234,770	1,275,730	1,208,456
Capital Outlay	-	-	771,419	1,918,994	2,343,878	2,635,028	2,141,800
Other Uses	456,898	322,579	-	483,886	-	-	-
	12,446,944	13,597,544	13,534,845	16,630,926	18,652,233	19,717,333	19,551,006
<b>GAS TAX FUND</b>							
<i>Source of Funds</i>							
Taxes	114,833	72,450	96,758	124,256	117,500	130,000	137,000
Interest	554	2,500	-	-	-	-	-
	115,387	74,950	96,758	124,256	117,500	130,000	137,000
<i>Uses of Funds</i>							
Salaries and Benefits	28,939	-	25,291	-	-	-	-
Materials & Supplies	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Transfer to General	100,000	74,950	71,467	124,256	117,500	130,000	137,000
	128,939	74,950	96,758	124,256	117,500	130,000	137,000
<b>CAPITAL PROJECTS FUND</b>							
<i>Source of Funds</i>							
Grants	247,978	465,632	35,632	417,500	427,500	485,000	-
Intergovernmental	291,000	370,000	96,000	-	150,000	150,000	-
Fees	-	305,600	180,000	202,200	200,000	200,000	200,000
Transfer in	-	-	110,000	2,076,494	3,746,830	2,635,028	2,291,800
Use of Prior Funds	1,058,918	651,758	426,178	-	-	-	-
Interest	-	-	-	-	-	-	-
	1,597,896	1,792,990	847,810	2,696,194	4,524,330	3,470,028	2,491,800
<i>Uses of Funds</i>							
Capital Outlay	1,597,896	1,792,990	847,810	2,696,194	4,524,330	3,470,028	2,491,800
Designated for Future	-	-	-	-	-	-	-
	1,597,896	1,792,990	847,810	2,696,194	4,524,330	3,470,028	2,491,800
<b>AMBULANCE FUND</b>							
<i>Source of Funds</i>							
Call Income	497,636	370,000	695,016	655,025	725,000	725,000	725,000
Transfer in	-	433,179	140,394	429,110	425,761	507,894	503,894
Debts Recovered	-	-	-	2,500	2,500	2,500	2,500
	497,636	803,179	835,410	1,086,635	1,153,261	1,235,394	1,231,394
<i>Uses of Funds</i>							
Salaries and Benefits	339,144	571,944	685,785	953,135	937,346	999,446	999,446
Materials & Supplies	38,544	210,632	149,625	133,500	215,915	235,948	235,948
	377,688	782,576	835,410	1,086,635	1,153,261	1,235,394	1,235,394

## STAFFING

Position Detail								
Department	Program	Title	FY 2012-2013		FY 2013-2014		FY 2014-2015	
			Position	FTE	Position	FTE	Position	FTE
Administrative Services	Treasurer	City Treasurer (contract)	-	-	-	-	-	-
Administrative Services	Administration	Administrative Services Director	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Services	Administration	Administrative Services Coordinator	1.00	0.75	1.00	1.00	1.00	1.00
Administrative Services	Finance	Finance Specialist	1.00	0.75	1.00	0.75	1.00	1.00
Administrative Services	Finance	Office Assistant	1.00	0.53	1.00	0.30	-	-
Administrative Services	Finance	Finance Manager	-	-	1.00	1.00	1.00	1.00
Administrative Services	Finance	Finance Analyst	-	-	1.00	-	1.00	1.00
Administrative Services	Human Resources	HR Analyst	-	-	1.00	1.00	1.00	1.00
Administrative Services	Human Resources	Finance Specialist	1.00	0.40	-	-	-	-
Administrative Services	Human Resources	Administrative Services Coordinator	1.00	0.17	1.00	0.23	1.00	0.73
Administrative Services	Information Technology	Information Systems/Network Mgr.	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Services	Information Technology	Automated Systems Tech.	1.00	1.00	1.00	1.00	1.00	1.00
City Council	City Council	Mayor	1.00	1.00	1.00	1.00	1.00	1.00
City Council	City Council	Council Member	4.00	4.00	4.00	4.00	4.00	4.00
City Council	City Council	Executive Assistant	-	-	-	-	0.50	0.50
City Administrator Office	Administration	City Administrator	1.00	1.00	1.00	1.00	1.00	1.00
City Administrator Office	Administration	Asst. City Administrator/City Clerk	1.00	1.00	1.00	1.00	-	-
City Administrator Office	Administration	Executive Assistant	-	-	-	-	0.50	0.50
City Administrator Office	City Clerk	City Clerk	-	-	-	-	1.00	1.00
City Administrator Office	City Clerk	Deputy City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
City Administrator Office	Marketing & Eco Devo	Marketing Coordinator (contract)	-	-	-	-	-	-
Community Planning & Building	Planning	Planning and Building Services Dir.	-	-	1.00	1.00	1.00	1.00
Community Planning & Building	Planning	Planning and Building Services Mgr.	1.00	1.00	-	-	-	-
Community Planning & Building	Planning	Senior Planner	-	-	-	-	1.00	1.00
Community Planning & Building	Planning	Associate Planner	1.00	1.00	1.00	1.00	1.00	1.00
Community Planning & Building	Planning	Finance Specialist	ASD	0.60	1.00	1.00	-	-
Community Planning & Building	Code Compliance	Code Compliance Officer (contract)	-	-	-	-	-	-
Community Planning & Building	Building	Building Official	1.00	1.50	1.00	1.00	1.00	1.00
Community Planning & Building	Building	Permit Technician	1.00	-	1.00	-	1.00	1.00
Community Planning & Building	CP&B	Admin Coordinator	1.00	0.50	1.00	1.00	1.00	1.00
Legal	City Attorney	City Attorney	1.00	0.44	1.00	0.44	1.00	0.44
Library & Community Activities	Administration	Library Director	1.00	1.00	1.00	1.00	1.00	1.00
Library & Community Activities	Administration	Office Assistant	1.00	0.30	1.00	0.30	1.00	0.30
Library & Community Activities	Circulation	Circulation Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Library & Community Activities	Circulation	Library Assistant	5.00	4.11	6.00	4.11	6.00	4.11
Library & Community Activities	Local History	Librarian II	1.00	1.00	1.00	1.00	1.00	1.00
Library & Community Activities	Reference	Librarian II	1.00	1.00	1.00	1.00	1.00	1.00
Library & Community Activities	Reference	Librarian I	3.00	1.06	3.00	1.06	3.00	1.06
Library & Community Activities	Youth Services	Librarian II	1.00	1.00	1.00	1.00	1.00	1.00
Library & Community Activities	Youth Services	Library Asst.	2.00	1.18	2.00	1.18	2.00	1.18
Library & Community Activities	Community Activities	Community Services Asst.	1.00	0.50	2.00	1.25	2.00	1.50
Library & Community Activities	Community Activities	Office Assistant	1.00	0.50	-	-	-	-
Library & Community Activities	Community Activities	Class Instructor	1.00	0.18	1.00	0.18	1.00	0.18

(Position detail continued on the following page)



Department	Program	Title	FY 2012-2013		FY 2013-2014		FY 2014-2015	
			Position	FTE	Position	FTE	Position	FTE
Public Safety	Public Safety	Public Safety Director/Police Chief	-	-	1.00	1.00	1.00	1.00
Public Safety	Public Safety	Administrative Assistant	-	-	1.00	-	-	-
Public Safety	Ambulance	Paramedic-Firefighter	5.00	4.00	6.00	6.00	6.00	6.00
Public Safety	Ambulance	EMT-Firefighter	1.00	1.00	-	-	-	-
Public Safety	Ambulance	Per-Diem Paramedic Firefighter	-	-	-	-	-	-
Public Safety	Ambulance	Finance Specialist	ASD	0.25	ASD	0.25	-	-
Public Safety	Fire	Command staff	-	-	-	-	-	-
Public Safety	Fire	Engine Company	-	-	-	-	-	-
Public Safety	Police	Commander	1.00	1.00	1.00	1.00	1.00	1.00
Public Safety	Police	Sergeant	3.00	3.00	3.00	3.00	3.00	3.00
Public Safety	Police	Corporal	1.00	1.00	1.00	1.00	2.00	2.00
Public Safety	Police	Police Officer	8.00	8.00	8.00	8.00	8.00	7.00
Public Safety	Police	Police Officer Reserves	4.00	0.52	4.00	0.52	3.00	0.77
Public Safety	Police	Public Services Officer	5.00	5.00	5.00	5.00	6.00	6.00
Public Safety	Police	Community Services Officer	2.00	2.00	3.00	2.00	3.00	3.00
Public Safety	Police	Community Services Asst.	CAO	0.25	CAO	0.25	-	-
Public Services	Public Services	Public Services Director	1.00	-	1.00	1.00	1.00	1.00
Public Services	Public Services	Project Manager	-	-	1.00	1.00	1.00	1.00
Public Services	Public Services	Administrative Coordinator	-	-	1.00	-	1.00	1.00
Public Services	Public Services	Maintenance Worker	-	-	1.00	-	-	-
Public Services	City Engineer	City Engineer (contract)	-	-	-	-	-	-
Public Services	Facilities & Vehicles	Facilities Maintenance Mgr.	1.00	1.00	-	-	-	-
Public Services	Facilities & Vehicles	Facilities Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00
Public Services	Forest, Parks & Beach	City forester	1.00	1.00	1.00	1.00	1.00	1.00
Public Services	Forest, Parks & Beach	Tree Care Specialist	2.00	1.00	2.00	1.00	1.00	1.00
Public Services	Forest, Parks & Beach	Forest Care Worker	2.00	0.90	2.00	0.90	-	-
Public Services	Forest, Parks & Beach	Maintenance Worker	-	-	-	-	1.00	1.00
Public Services	Public Works	Public Works Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Public Services	Public Works	Street Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Public Services	Public Works	Senior Maintenance Worker	4.00	4.00	5.00	5.00	4.00	4.00
Public Services	Public Works	Maintenance Worker	1.00	1.00	1.00	1.00	2.00	1.00
Public Services	Public Works	Gardener	1.00	1.00	-	-	-	-
<b>TOTAL</b>			<b>87.00</b>	<b>70.39</b>	<b>96.00</b>	<b>75.72</b>	<b>93.00</b>	<b>81.27</b>

**DEBT AND RETIREMENT LIABILITIES**

Principal Gen Fund	L-T Debt Fund Acct #	Description	Orig Date	Note/Contract Number	Original Amount	Term/ Final Maturity	Interest Rate	Payments	Beginning Balance 7/1/14	Principal Payments	Ending Balance 6/30/15	Interest Payments
<b>CERTIFICATES OF PARTICIPATION</b>												
01-91809	90-25000	Series 2010 Sunset Ctr Bonds	10/28/2010	671920704	\$ 7,575,000.00	11/1/2031	2% - 4%	\$ 506,862.50	\$ 6,725,000.00	\$ 290,000.00	\$ 6,435,000.00	\$ 216,862.50
<b>GENERAL OBLIGATION BONDS</b>												
	90-25000	Series 2012 Pension Obligation Bonds	11/29/2012	CDIAC 2012-1797	\$ 6,280,000.00	6/1/2023	5.5% - 3.1%	\$ 698,243.00	\$ 5,585,000.00	\$ 580,000.00	\$ 5,005,000.00	\$ 118,243.00
<b>Next Generation Radio Project Financing (Countywide)</b>												
01-91813	90-25015	Next Generation Project Financing	4/23/2009	MoCo Agmt	\$ 38,440.14	6/30/2027	0	\$ 29,664.00	\$ 320,375.24	\$ 17,009.18	\$ 303,366.06	\$ 11,982.96
<b>COMPENSATED ABSENCES</b>												
Various	90-25040	Vacations, Sick, Comp Time Due to EE's	N/A	N/A	N/A	N/A	N/A	\$ -	\$ 538,371.00	\$ -	\$ 538,371.00	N/A
<b>GRAND TOTALS L-T DEBT ACCOUNTS</b>												
								\$ 1,234,769.50	\$ 13,168,746.24	\$ 887,009.18	\$ 12,281,737.06	\$ 347,888.46
<b>OPERATING LEASE OBLIGATIONS</b>												
01-88822		IKON Copier Lease - Canon IRC 51801 (City Hall)	7/1/2012		\$ 13,932.00	7/1/2015		\$ 387.00	\$ 13,932.00		\$ 13,932.00	
01-88820		Credit Card Machine Lease	9/12/2006	0412-039158	\$21/month to month							
		Total - Operating Lease Obligations			\$ 13,932.00			\$ 387.00	\$ 13,932.00	\$ -	\$ 13,932.00	
<b>Total Debt Obligations</b>												
								\$ 1,235,156.50	\$ 13,182,678.24	\$ 887,009.18	\$ 12,295,669.06	

**CALPERS**  
**California Public Employees Retirement System**  
**Annual Valuation Report**  
**October 2013 report of June 30, 2012 annual valuation**

2013-2014	Miscellaneous Plan		Safety Plan		Total
	Classic	Second Tier	Classic	Second Tier	
Rate Plan	2% at 55 (FAS 1)	2% at 60 (FAS 3)	3% at 50 (FAS 1)	2% at 50 (FAS 3)	
Total members	182	0	90	0	272
Required employer rate	20.868%	8.049%	37.778%	19.900%	
Employer Contribution	677,765	-	804,214	-	1,481,979
Member Rate	15.421%	-	27.767%	-	
Funded Ratio (AVA Basis)	83.0%	-	76.6%	-	
Funded Ratio (MVA Basis)	74.3%	-	68.4%	-	

**2014-2015**

Total members	180	1	92	1	274
Required employer rate	11.522%	8.005%	27.849%	20.083%	
Member rate	15.201%	13.526%	27.406%	23.504%	
Employer Contribution	352,735	58,863	431,609	17,152	860,359
Unfunded liability (AVA Basis)	5,310,376	11	6,053,961	5	11,364,353
Funded Ratio (AVA Basis)	83.3%	94.8%	76.5%	88.9%	
Unfunded liability (MVA Basis)	9,381,995	43	9,249,749	11	18,631,798
Funded Ratio (MVA Basis)	70.5%	79.8%	64.1%	75.6%	
Plans accrued liability (6/30/2012)	31,807,702	213	25,745,651	45	57,553,611
Unfunded termination liability	32,940,306	167	32,376,487	5,213	65,322,173
Termination funded ratio	40.5%	50.4%	33.8%	0.7%	

**2015-2016**

Required employer rate estimate	12.40%	8.60%	29.90%	21.50%	
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Assumed inflation rate: 2.75%  
Discount rate: 7.50%  
Termination discount rate: 2.98%

Carmel-by-the-Sea has two retirement plans, one for safety and one for miscellaneous employees and each plan has tiers. Since each plan has less than 100 active members they are required to participate in a risk pool

The Public Employees' Pension Reform Act of 2013 requires that new employees pay at least 50% of the total annual normal cost and that current employees approach the same goal through collective bargaining.

FUND BALANCE

		Estimated 7/1/2014 Balance	FY13/14 Interest/ Other Income	Releases & Transfers In/Out	Estimated 6/30/2015 Balance
8	Debt Service	\$ 398,396	\$ 1,609		\$ 400,005
16	Benefit Liability	344,293		-	344,293
28	Debt Reduction	1,617		-	1,617
13	Capital Improvements	877,771		-	877,771
17	Workers' Compensation	148,442	564	-	149,006
18	Operating Reserve	1,916,165		-	1,916,165
22	Natural Disaster	250,000			250,000
25	OPEB Liability	1,082,226	\$ 4,112		\$ 1,086,338
50	Deposits	-	-		-
1	Long Term Budget Stability	4,348,807	\$ 14,454	(1,237,200)	\$ 3,126,061
		150,000			150,000
		200,000			200,000
2	Hostelty	867,846			\$ 867,846
3	Gas Tax	166,940	\$ 634		\$ 167,574
4	Parking In-Lieu	698,085	\$ 2,674		\$ 700,759
5	Library	522,929			\$ 522,929
12	Traffic Safety	2,403			\$ 2,403
20	Road Impact Fees	(15,887)			\$ (15,887)
21,31-32-33	Grants - Various	193,016	\$ 739		\$ 193,755
51	Employee Benefits Plan	31,380			\$ 31,380
60	Forest Theater	108,790	\$ 417	(90,000)	\$ 19,207
7	Ambulance	107,441			\$ 107,441
		12,400,660	25,203	(1,327,200)	11,098,663

**OTHER FUNDS**

<b>GAS TAX FUND</b>									
Revenue	Description	Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Proposed Budget FY 2014-15	Requested Budget FY 2015-16	Requested Budget FY 2016-17	
03- 55003-001	GAS TAX - SECTION 2106	\$ 13,220	\$ 13,446	\$ 17,503	\$ 13,870	\$ 13,500	\$ 16,000	\$ 17,000	
03- 55003-003	GAS TAX - SECTION 2107	26,789	28,603	28,530	29,697	29,000	31,000	33,000	
03- 55003-004	GAS TAX - SECTION 2107.5	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
03- 55003-005	GAS TAX - SECTION 2105	18,664	18,035	19,163	18,859	18,000	22,000	26,000	
03- 55003-0020	GAS TAX - SECTION 2103	55,160	35,674	58,060	40,000	56,000	60,000	60,000	
03- 10999	GAS TAX FUND INTEREST ACCRUED	554	-	-					
		<b>\$ 115,387</b>	<b>\$ 96,758</b>	<b>\$ 124,256</b>	<b>\$ 103,425</b>	<b>\$ 117,500</b>	<b>\$ 130,000</b>	<b>\$ 137,000</b>	
<b>GAS TAX FUND</b>									
Expenditure	Description	Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Proposed Budget FY 2014-15	Requested Budget FY 2015-16	Requested Budget FY 2016-17	
03- 76010	SALARIES	\$ 25,988	\$ 23,775						
03- 76011	OVERTIME	325	160						
03- 76013	UNIFORM ALLOWANCE	102	92						
03- 76015	MEDICARE	-							
03- 76016	RETIREMENT	-							
03- 76017	MEDICAL PROGRAM	-							
03- 76018	LIFE INSURANCE	-							
03- 76019	WORKERS COMPENSATION INS.	2,344	1,084						
03- 76020	DEFERRED COMPENSATION	-							
03- 76021	MOU OBLIGATIONS	180	180						
03- 76022	UNEMPLOYMENT								
03- 76023	PART-TIME ASSISTANCE								
03- 76025	GROUP LTD								
		<b>28,939</b>	<b>25,291</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
03- 76045	MATERIALS & SUPPLIES	-	-	-	-	-	-	-	-
03-		<b>\$ 28,939</b>	<b>\$ 25,291</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	SURPLUS/(DEFICIT)	\$ 86,448	\$ 71,467	\$ 124,256	\$ 103,425	\$ 117,500	\$ 130,000	\$ 137,000	
<b>GAS TAX FUND</b>									
Transfers-to	Description	Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Proposed Budget FY 2014-15	Requested Budget FY 2015-16	Requested Budget FY 2016-17	
03-									
03-	TRANSFER TO GENERAL FUND	100,000		74,950	103,425	117,500	130,000	137,000	
03-	TRANSFER TO CAPITAL FUND					-			
		<b>\$ 100,000</b>		<b>\$ 74,950</b>	<b>\$ 103,425</b>	<b>\$ 117,500</b>	<b>\$ 130,000</b>	<b>\$ 137,000</b>	
	SURPLUS/(DEFICIT) w/ TRANSFERS	\$ (13,552)		\$ 49,306	\$ -	\$ -	\$ -	\$ -	

## CAPITAL PROJECTS FUND

		Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
Revenue	Description	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
13-	21-38000	\$ 247,978	\$ 76,062	\$ 417,500	\$ 54,680	\$ 402,500	\$ 10,000	\$ -
13-	01-46801-0004			17,500		25,000	475,000	
13-	01-37801	291,000	297,067	-		-	-	-
13-	01-31811-9000		92,290	1,031,190	364,629	1,399,000	1,319,800	1,361,800
13-				-		90,000		
	GAS TAX		60,000					
13-	21-33409	-	130,000	202,200	202,200	200,000	200,000	200,000
13-		100,000		-		75,352		
13-	12-55012	-	116,000	140,000	140,000	150,000	150,000	150,000
	RELEASE OF FUND BALANCE PRIOR YEAR SURPLUS	958,918		-		1,237,600	-	-
13-	13-48001			887,804	704,999	944,878	1,315,228	780,000
		<b>1,597,896</b>	<b>771,419</b>	<b>2,696,194</b>	<b>1,466,508</b>	<b>4,524,330</b>	<b>\$ 3,470,028</b>	<b>\$ 2,491,800</b>

## CAPITAL PROJECTS FUND

		Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
Expenditure	Project Description	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
13-	CAPITAL OUTLAY	\$ 1,597,896	\$ 771,419	\$ 2,696,194	\$ 1,466,508	\$ 4,524,330	\$ 3,470,028	\$ 2,491,800
13-	DESIGNATED FOR FUTURE							
13-		\$ 1,597,896	\$ 771,419	\$ 2,696,194	\$ 1,466,508	\$ 4,524,330	\$ 3,470,028	\$ 2,491,800
	<b>SURPLUS/(DEFICIT)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## CONSOLIDATED AND FUND FINANCIAL SCHEDULE

	Major Funds				Non-Major Funds				Other Funds				Total All Funds			
	General Fund		Other Major Funds		Actual		Budget		Adopted		Actual		Budget		Adopted	
	FY 2012-13	FY 2013-14	FY 2012-13	FY 2013-14	FY 2012-13	FY 2013-14	FY 2012-13	FY 2013-14	FY 2012-13	FY 2013-14	FY 2012-13	FY 2013-14	FY 2012-13	FY 2013-14	FY 2012-13	FY 2013-14
Financial Sources																
Taxes	12,595,034	14,826,020	16,880,953				124,256	117,500								
Licenses and permits	1,011,292	435,000	495,125				183,800	202,200	200,000							
Fines and Forfeitures	16,647	25,960	26,250				116,521									
Intergovernmental Revenue	378,410	419,134	431,708				226,844	140,000	150,000							
Charges for Service	88,200	53,440	53,562				25,769									
Interest and Other Revenue	283,233	231,050	232,103				-	1,000								
Contributions	3,884	15,000	-				350,901	319,300	299,000							
Other revenues	109,392	153,066	485,286				154,680	617,500	1,200							
Appropriation from Reserves			1,237,600													
Interfund Transfer In	4,926,385	2,525,403	1,085,000				121,747	1,448,897	1,234,770							
Total Financial Sources	19,322,477	18,684,073	20,927,587				674,681	2,070,033	2,319,770							
Financial Uses																
General Government	3,020,816	2,708,888	3,124,839													
Public Safety	5,045,572	5,250,673	5,353,028													
Comm Plan & Building	585,210	814,396	950,650													
Public works	1,313,412	1,768,389	2,006,772				28,192									
Forest, parks and beach	466,021	374,400	720,305													
Culture and recreation	673,022	728,399	884,593													
Economic development	304,587	354,652	319,260													
Capital Improvements	771,419	1,466,508	4,524,330													
Debt Service	739,429	-	-				112,710	1,448,897	1,234,770							
Contingencies																
Reserves																
Interfund Transfer Out	5,986,953	4,622,672	2,620,607													
Total Financial Uses	18,915,441	18,088,977	20,513,384				315,036	621,136	1,085,000							
Net Increase (Decrease) in Fund Balance/Net Assets	407,036	595,096	414,203				473,147	2,070,033	2,319,770							
Fund Balance/Net Asset July 1	7,259,561	7,666,597	8,261,693				768,289	969,823	969,823							
Fund Balance / Net Assets	7,666,597	8,261,693	8,675,896				969,823	969,823	969,823							





## **DEPARTMENT DETAIL**

# CITY COUNCIL

## Summary and Overview:

The City Council provides quality public services to the people of Carmel-by-the-Sea in response to their need for a healthy, safe, and prosperous environment. The City Council is the governing body of the City responsible for making the laws and regulations of the City of Carmel-by-the-Sea.

The City Council is a five-member legislative body elected by the residents of Carmel-by-the-Sea. The Council's purpose is to establish policy and to ensure success of governmental services. The Council appoints the City Administrator, City Attorney, City Treasurer, and the City Engineer. The Council approves the municipal budget and is responsible for review and adoption of local laws by passage of ordinances and of policy direction through passage of resolution.



Staffing	Position	FTE
Mayor	1	1
Councilmembers	4	4
Support staff	0.5	0.5
Total	5.5	5.5

## Goals and Objectives:

Serve the residents of the City of Carmel-by-the-Sea by formulating and enacting public policy and by providing the leadership necessary to meet community needs.

**Accomplishments**

The City Council adopted 2014 Goals in January 2014 that include four objectives and ten Key Initiatives. The 2014 Goals provide continuity from the 2013 Goals that were substantially completed.

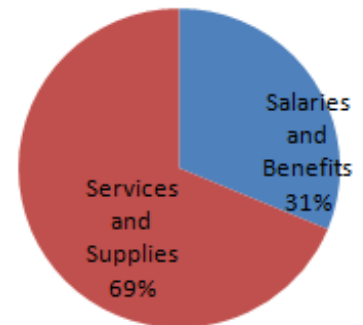
The City Council reviewed and adopted the following policy plans in Fiscal Year 2013-2014:

- Parking management Plan
- Information Technology Strategic Plan
- Facilities Use plan
- Forest Management Plan
- Shoreline Management plan
- Destination Marketing Plan
- Pavement Management Plan

**Performance Measures:**

<b>Performance</b>	<b>FY 13-14 est</b>	<b>FY 14-15</b>	<b>FY 15-16</b>	<b>FY 16-17</b>
Set City goals and objectives	Yes	Yes	Yes	Yes
Conduct annual performance reviews of staff appointees	4/4	4/4	4/4	4/4
Agenda items added after agenda review	2	0	0	0
Average length of City Council meetings	4:16	3:30	3:30	3:30

**City Council**  
Expenditures by Category



**Significant Changes:**

Significant changes relative to policy plans or key initiatives. The Fiscal Year 2014-2015 City Council budget provides continuity from the Fiscal Year 2013-2014 budget with continuing action to adopt annual goals, impart policy leadership, and support local partners.

Significant changes relative to operations. The Fiscal Year 2014-2015 City Council budget includes the addition of an Executive Assistant, split between the City Council and City Administrator’s Office, to provide executive and administrative support to the City Council.

## CITY COUNCIL

Description	Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Adopted Budget FY 2014-15	Projected Budget FY 2015-16	Projected Budget FY 2016-17
60010 SALARIES	\$ 7,488	\$ 7,190	\$ 7,200	\$ 7,200	\$ 42,200	\$ 43,466	\$ 44,770
60014 SOCIAL SECURITY	471	446	446	446	446	460	474
60015 MEDICARE	111	104	104	105	612	630	649
60017 MEDICAL PROGRAM	42,416	23,797	13,568	13,642	36,474	37,568	38,695
60019 WORKERS COMPENSATION	316	300	289	289	300	309	318
	50,802	31,838	21,607	21,682	80,032	82,433	84,906
60033 DUES/MEMBERSHIPS	45,473	84,636	87,664	80,732	88,000	88,000	88,000
60036 TELEPHONE	418	76	450	-	400	450	450
60073 OFFICIAL PUBLIC MEETINGS	599		500	-	500	500	500
60095 SUPPLIES/SERVICE	577	183	350	(815)	350	350	350
60207 COUNCIL DISCRETIONARY	10,492	1,538	61,050	61,050	87,100	91,760	94,025
	57,559	86,433	150,014	140,967	176,350	181,060	183,325
	\$ 108,361	\$ 118,271	\$ 171,621	\$ 162,648	\$ 256,382	\$ 263,493	\$ 268,231

### FY 2014 – 2015 Adopted Composition of Dues and Memberships

MPRWA	\$38,900
AMBAG	3,807
League of Cities	2,800
FORA	14,000
County Mayors Assoc	1,100
MBUAPCA	868
TAMC	1,351
LAFCO	9,000
Comm Human Services	13,400
Chamber membership	500
Unassigned	2,274

### FY 2014 – 2015 Adopted Council Discretionary

Sober Grad Night	\$ 1,000
Suicide Prevent	1,000
Carmel High School	1,000
Sponsored City Events	3,500
City Meetings	3,000
Acknowledgements	1,500
MEarth	12,000
Centennial Celebration	10,000
Carmel Heritage	8,500
United Way 211	2,000
County Film Comm'n	500
Carmel Youth Center	10,000
Food Bank	1,500
Event Fee Waivers	27,500
Homelessness	4,100



# LEGAL

## Summary and Overview:

The City Attorney provides legal services to the City Council, the City Administrator and to City departments. Legal services include legal advice, litigation counsel, code compliance guidance and the preparation of documents for the City of Carmel-by-the-Sea.



Staffing	Position	FTE
Legal	1	0.44
Total	1	0.44

## Goals and Objectives:

Advise and advocate to protect and promote clients' policies and actions.

Serve as City's civil lawyers.

Preserve and maintain village character in Carmel through clear land use policies, appropriate zoning regulations, detailed design guidelines, and equitable and consistent code compliance.

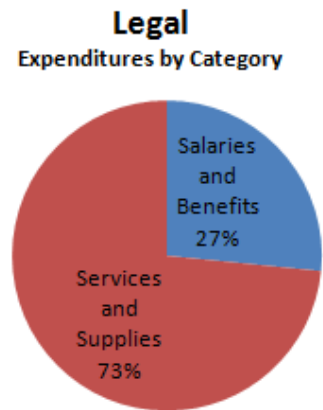
**Accomplishments**

The City Attorney provided legal guidance and review on the documents related to the 2013 and 2014 City Goals, including the review of the Sunset Center operating agreement and Flanders lease negotiations. The City Attorney’s Office also provided legal consultation to City staff in developing consultant and professional services agreements to further City Key Initiatives.

In addition to the accomplishments related to the City Goals, the City Attorney provided support to the City Council and City Administrator in furthering the City’s policy plan objectives and compliance with organizational legal requirements.

**Performance Measures:**

Performance	FY 13-14 est	FY 14-15	FY 15-16	FY 16-17
Resolve 100% of litigation cases without any payment to plaintiff	100%	100%	100%	100%
Provide advice on an estimated number of agenda items per year	198	230	230	230
Respond to 100% of legal requests by negotiated target date	100%	100%	100%	100%



**Significant Changes:**

The Fiscal Year 2014-2015 Legal Department budget has no significant changes from the prior year budget.

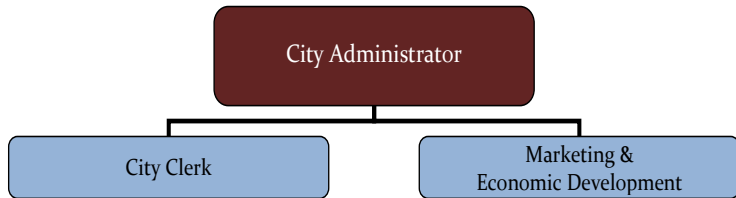
<b>LEGAL</b>		Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
Description		FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
61010	SALARIES	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
61014	SOCIAL SECURITY	5,580	5,580	5,580	5,580	5,580	5,580	5,580
61015	MEDICARE	1,305	1,305	1,305	1,305	1,305	1,480	1,480
61016	RETIREMENT							
61019	WORKERS COMP INSURANCE	3,647	3,786	4,334	4,334	4,400	4,915	5,161
		100,532	100,671	101,219	101,219	101,285	101,975	102,221
61034	DOCUMENTS/PUBLICATIONS	2,578	-	3,500	172	2,975	3,500	3,500
61051	PROFESSIONAL SERVICES	349,167	164,504	375,000	374,628	275,000	275,000	275,000
		351,745	164,504	378,500	374,800	277,975	278,500	278,500
		\$ 452,277	\$ 265,175	\$ 479,719	\$ 476,019	\$ 379,260	\$ 380,475	\$ 380,721

# CITY ADMINISTRATOR OFFICE

**Summary and Overview:**

The City Administrator is appointed by the City Council to manage all aspects of the City’s operation. As set forth in the Carmel Municipal Code, the City Administrator shall be the administrative head of the government of the City, under the direction and control of the City Council. The Administrator shall be responsible for the efficient administration of all of the affairs of the City which are under the Administrator’s control, and responsible therefor to the City Council. In addition the City Administrator shall have the duties and powers of enforcement of laws, fiscal and budgetary matters, powers over employees, direction of departments, support of the City Council, control of expenditures and purchasing, public works and public buildings and grounds, and additional duties as may be delegated from time to time by the City Council.

The City Administrator Office provides functional oversight of the City Clerk, and Marketing and Economic Development. The City Clerk is the official recorder of all City Council actions and the custodian of all municipal documents.



Staffing	Position	FTE
Admin	1.5	1.5
City Clerk	2	2
Marketing & Eco Devo	0	0
<b>Total</b>	<b>3.5</b>	<b>3.5</b>

**Goals and Objectives:**

The City Administrator Office (CAO) exercises overall responsibility for sound and effective management of City government pursuant to Council policy and the adopted budget. While the entirety of adopted objectives and goals drives the CAO programs, the CAO’s strategic actions align primarily with the following adopted goals and objectives:

Promote efficiency through an organizational culture that identifies and implements process improvements and strives to develop more efficient methods of providing service and utilizing taxpayer dollars

Direct organizational performance through a structure that is responsive to meeting internal operational needs and objectives and the delivery of high-quality customer service.



**Accomplishments**

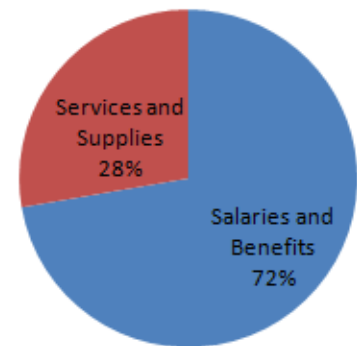
All 2013 City Key Initiatives substantially progressed and 2014 City Key Initiatives are well underway. A large accomplishment in Fiscal Year 2013-2014 was the review and update many of the City’s policy plans with a goal of refocusing the organization and instilling a management system to better achieve the objectives of the policy plans.

Fiscal Year 2013-2014 had a restructuring of the municipal operation, around five core departments, instituted with each refocusing its operations around City goals and providing quality service with a customer orientation accountably and efficiently. This structure has begun to enable the City to better focus on implementing policy plan objectives.

**Performance Measures:**

Performance	Program		FY 13-14 est	FY 14-15	FY 15-16	FY 16-17
Conduct quarterly operational review meetings	Admin	Amount	27	28	28	28
		Percent	100%	100%	100%	100%
Complete Department Director performance reviews before due date	Admin	Amount	5	5	5	5
		Percent	100%	100%	100%	100%
% Public Records Act requests processed within 10 days	Clerk	Amount	260	200	185	185
		Percent	88%	100%	100%	100%
% of error free City Council agendas	Clerk	Amount	27	25	26	25
		Percent	100%	100%	100%	100%
Conde Nast Reader's Choice	Marketing	Rating	79	80	80	80
		Rank	6	5	5	5
Opt-in eblast subscribers	Marketing	Amount	52,796	40,000	45,000	50,000
		Percent				
CarmelCalifornia.com web referrals to innkeepers	Marketing	Amount	235,448	550,000	550,000	550,000
		Percent				

**City Administrator Expenditures by Category**



**Significant Changes:**

Significant changes relative to implementing policy plans or key initiatives. Organizationally the policy plan efforts have begun to shift from reviewing and developing policy plan objectives to implementation of adopted policy plan objectives. The City Council more closely tied the performance planning and evaluation of the City Administrator to the annual City Goals. The City Administrator has implemented a revised employee performance planning system into the organization, beginning with the department Directors, to further focus departmental activity on the City Goals.

Significant changes relative to operations. The Fiscal Year 2014-2015 City Administrator Office budget includes a program change and staff adjustments. The program change is to remove oversight of the Community Services program from the City Administrator’s Office and shift it to Library. There it is refocused from community services to community activities with the department being renamed Library and Community Activities. The staff adjustments include reclassifying the Assistant City Administrator/City Clerk position to City Clerk and creating an Executive Assistant position, split between the City Council and City Administrator budgets, to provide executive and administrative support to the City Administrator’s Office.

## CITY ADMINISTRATOR OFFICE

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
64010 SALARIES	\$ 416,590	\$ 383,235	\$ 359,928	\$ 418,094	\$ 367,000	\$ 378,377	\$ 390,674
64011 OVERTIME						-	
64015 MEDICARE	5,359	5,430	5,306	4,324	5,382	5,549	5,729
64016 RETIREMENT	69,460	51,942	38,804	28,704	35,814	37,533	39,447
64017 MEDICAL PROGRAM	37,847	40,923	45,777	25,393	59,715	64,612	70,427
64018 LIFE INSURANCE	403	390	399	221	541	545	550
64019 WORKERS COMPENSATION INS.	15,028	15,722	8,669	8,669	9,102	9,175	9,182
64020 DEFERRED COMPENSATION	5,775	7,413	7,500	7,125	7,200	7,258	7,316
64021 MOU OBLIGATIONS	4,950	6,000	6,000	3,500	4,200	4,234	4,267
64022 UNEMPLOYMENT			1,000	-	1,000	1,008	1,016
64023 PART-TIME ASSISTANCE			-	352	-	-	-
	555,412	511,055	473,383	496,381	489,954	508,290	528,608
64026 UTILITIES	9,388	9,998	11,000	10,677	10,780	11,770	12,359
64030 TRAINING/PERSONAL EXP.	22,092	29,536	12,000	11,153	12,000	12,840	13,482
64032 PERMITS,LICENSES & FEES	521	297	700	45	700	749	786
64033 DUES/MEMBERSHIPS	10,083	5,848	6,200	5,850	6,200	6,634	6,966
64034 DOCUMENTS/PUBLICATIONS	79		500	1,003	500	535	562
64036 TELEPHONE	12,540	13,517	12,200	9,950	12,000	12,840	13,482
64038 POSTAGE	7,076	3,525	9,288	6,797	9,300	9,951	10,449
64039 PRINTING	2,968	3,359	4,200	3,159	4,200	4,494	4,719
64040 ADVERTISING	2,914	5,858	6,000	1,926	6,000	6,420	6,741
64042 OFFICE MACHINE SUPPLIES	62		300	1,099	300	321	337
64043 OFFICE SUPPLIES	2,407	3,239	3,600	5,187	3,400	3,638	3,820
64049 EQUIPMENT MAINTENANCE	-		250	103	250	268	281
64051 PROFESSIONAL SERVICES	25,874	20,353	35,000	63,901	66,465	71,118	74,673
64053 CONTRACTUAL SERVICES	66,907	7,939	25,000	3,154	2,000	2,140	2,247
64095 OPERATION SERVICE/SUPPLIES	267	44	850	-	850	910	955
64204 MAIL SERVICE CONTRACT	53,262	52,074	53,100	51,378	53,100	56,817	59,658
64300 ELECTION	27,450	12,636	50,000	50,000	-	52,500	-
	243,890	168,223	230,188	225,382	188,045	253,945	211,517
	\$ 799,302	\$ 679,279	\$ 703,571	\$ 721,764	\$ 677,999	\$ 762,235	\$ 740,125

## MARKETING & ECONOMIC DEVELOPMENT

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
85200 REGIONAL DESTINATION MARKETING	\$ 177,022	\$ 171,852	\$ 180,000	\$ 177,852	\$ 120,000	\$ 120,000	\$ 120,000
85203 MCCVB CONTRACT	114,084	119,235	136,800	136,800	142,260	145,380	146,550
85301 CARMEL CHAMBER OF COMMERCE	15,000	7,500	40,000	40,000	57,000	25,000	25,000
	\$ 361,458	\$ 298,587	\$ 356,800	\$ 354,652	\$ 319,260	\$ 290,380	\$ 291,550

## GENERAL CITY PROGRAMS

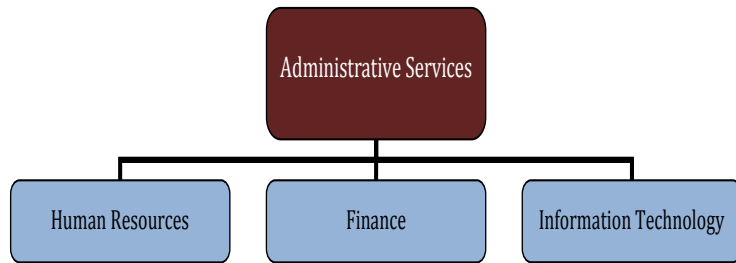
Description	Actual	Actual	Revised	Estimate	Proposed	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
TRANSFER TO CAPITAL PROJECTS	-		-	704,999	2,343,878	2,635,028	2,141,800
TO LONG TERM BUDGET STABILITY	-		-	-	-	-	-
TRANSFER TO AMBULANCE FUND		310,748	421,179	361,003	421,761	503,894	503,894
DEBT SERVICE	537,771	739,429	710,048	746,304	1,234,770	1,275,730	1,208,456
	\$ 537,771	\$ 1,050,177	\$ 1,001,077	\$ 1,812,307	\$ 4,000,409	\$ 4,414,652	\$ 3,854,150



# ADMINISTRATIVE SERVICES

**Summary and Overview:**

The Administrative Services Department is responsible for implementing and managing finance programs, information technology and human resources management. Responsibilities include financial oversight, purchasing, insurance programs, risk/liability management, asset management, budget preparation, payroll and benefits administration, retirement, business license processing and renewals, employee development, recruitment, onboarding, salary and benefit administration, classification management, and safety programs, employee performance management, employee assistance and coordination of the City's Workers' Compensation claims program. The Information Technology division is charged with the development, planning, coordination and management of the City wide computer and telephone systems. The Department coordinates administratively with the City Treasurer. The Treasurer's responsibilities are to coordinate the management of City investments with the Department, to maximize income from those investments, to review monthly bank statements and to provide the City Council with monthly investment reports.



Staffing	Position	FTE
Admin	2	2
Finance	3	3
Human Resources	2	1.73
Information Tech	2	2
<b>Total</b>	<b>9</b>	<b>8.73</b>

**Goals and Objectives:**

Enhance organizational performance through implementing a structure that is innovative and responsive to meeting internal operational needs, objectives and the delivery of high-quality customer service

Ensure compliance with financial reporting and purchasing ordinances

Focus on accountability, efficiency and quality customer service through the individual performance of employees. Connecting their work to the business and strategy of the organization and developing a performance review process that will ensure and promote the goals of the organization

Promote efficiency through an organizational culture that identifies and implements process improvements and strives to develop more efficient methods of providing service and utilizing taxpayer dollars

Develop and implement the IT strategic technology plan

**Accomplishments**

An important Department accomplishment was the completion and adoption of the Information Technology (IT) Strategic Plan. This effort was a 2013 Key Initiative and included obtaining feedback from a wide variety of internal and external stakeholders through individual and group interviews and public workshops. The Plan is intended to guide the City's acquisition, management and use of information technology for the next five (5) years.

For the first time in the City's history the Government Finance Officers Association awarded the City its Distinguished Budget Presentation Award. This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment for Carmel-by-the-Sea.

The Fiscal Year 2014-2015 Proposed Budget estimates there will be a Fiscal Year 2013-14 General Fund surplus. This addresses the City's Fiscal Stability objective.

**Accomplishments (continued)**

The Department developed a new competency based employee performance management process that will be implemented in the first quarter of Fiscal Year 2014-15. The new system aligns employee individual and/or team performance with the City’s Key Initiatives, Objectives and Departmental Goals. The system is designed to support the organization’s commitment to “Quality Service, Accountability, Efficiency and Customer-Orientation.”

During Fiscal Year 2013-14, the Administrative Services Department conducted successful recruitments for two Director positions (Community Planning and Building and Public Services), a Project Manager, the Finance Manager, a Senior Planner, Paramedic Fire Fighters, a Police Officer, a Library Assistant and a Senior HR Analyst. Additionally recruitments for other key positions are in the final stages and will be completed before the end of the fiscal year.

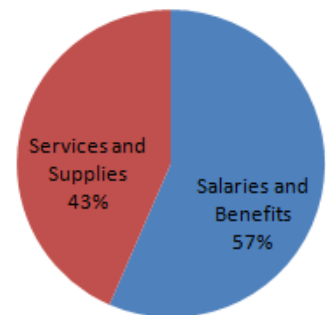
During the year the Department has begun the process of reviewing contracts and implementing the purchasing procedures required by the Carmel-by-the-Sea Municipal Code. It is anticipated that a Purchasing Policy will be developed and brought forward for adoption in Fiscal Year 2014-15.

The Department set up a separate fund for Measure D Sales Tax Revenue to provide transparency and accountability for these monies. Setting up the Fund accomplished a 2013 Key Initiative.

**Performance Measures:**

Performance	Program		FY 13-14 est	FY 14-15	FY 15-16	FY 16-17
Complete employee performance reviews on time 100% of the time	Human Resources	Number	60	64	66	70
		Percent	100%	100%	100%	100%
Complete recruitments 85% of the time within 120 days	Human Resources	Number	9	4	4	4
		Percent	80%	85%	85%	85%
Provide 100% of the workforce with customer service training	Human Resources	Number	n/a	88	90	90
		Percent	n/a	100%	100%	100%
# of worker comp claims	Risk Mgt	New	5	3	2	1
		Open	0	0	0	0
Complete Regular workforce safety training	Risk Mgt	Percent	35%	80%	85%	85%
Ensure budget calendar deadlines are met 100% of the time	Finance	Percent	75%	100%	100%	100%
Respond to help desk calls 95% of the time within 1 hour	Info Tech	Total Number	368	340	300	275
		Percent	97%	95%	95%	95%
Resolve 90% of level 1 service requests the same day	Info Tech	Total Number	368	340	300	275
		Percent	87%	90%	98%	99%

**Administrative Services**  
Expenditures by Category



**Significant Changes:**

There have been some impacts to the Department’s ability to achieve goals and objectives and/or implement needed changes as quickly as needed. These impacts are outlined below:

Staff diverted from work to gather information for Public Records Acts (PRA) requests. A good deal of the requests focus on financial, contractual or personnel related items. This requires Administrative Services staff to locate and pull various documents. Once the IT Plan is fully implemented it is anticipated that requests will be expedited with less impact on staff.

The City’s management system calls for integrated support services. There continues to be high and pent up demand for operational support for the operating departments on a variety of financial, purchasing related and human resources issues. Administrative Services Department staff resources have been diverted to support this activity, impacting project work.

## ADMINISTRATIVE SERVICES

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
67010 SALARIES	\$ 258,728	\$ 326,413	\$ 610,115	\$ 523,637	\$ 784,649	\$ 784,650	\$ 812,113
67011 OVERTIME	-	-	-	609	-	-	-
67014 SOCIAL SECURITY	-	-	-	-	-	-	-
67015 MEDICARE	4,248	5,091	9,401	7,225	11,451	10,979	11,364
67016 RETIREMENT	60,834	41,528	63,594	39,388	70,108	74,974	77,598
67017 MEDICAL PROGRAM	48,209	47,500	83,873	47,850	96,288	106,943	110,686
67018 LIFE INSURANCE	599	664	853	788	941	1,047	1,084
67019 WORKERS COMPENSATION INS.	13,500	26,249	17,338	17,338	18,205	18,842	19,502
67020 DEFERRED COMPENSATION	1,225	3,375	7,950	9,410	7,950	7,950	7,950
67021 MOU OBLIGATIONS	-	2,338	6,509	638	5,100	5,100	5,100
67022 UNEMPLOYMENT	-	-	1,000	28,178	1,000	1,000	1,000
67023 PART-TIME ASSISTANCE	76,625	66,087	35,000	24,054	35,000	30,000	30,000
	463,968	519,245	835,633	699,114	1,030,692	1,041,487	1,076,397
<b>Human Resources</b>							
67030 TRAINING	-	-	-	748	2,500	2,750	2,750
67100 RECRUITMENT	3,886	17,386	3,000	15,439	6,500	3,000	3,000
67110 PRE-EMPLOYMENT	16,870	2,311	5,000	9,334	8,000	5,000	5,000
67120 EMPLOYEE ASSISTANCE PROGRAM	1,183	-	2,200	-	2,200	2,200	2,200
67130 EMPLOYEE IMMUNIZATION PROGRAM	1,940	1,545	2,500	1,775	2,500	2,500	2,500
67170 ERGONOMIC STUDIES/MODIFICATION	1,137	2,235	2,500	1,568	2,500	2,500	2,500
67426 RETIREE INSURANCE PROGRAM	37,906	42,638	39,000	41,161	43,000	44,000	45,000
67428 EMPLOYEE RECOGNITION	5,590	5,803	6,500	6,790	6,500	6,500	6,500
	68,518	71,918	60,700	76,816	73,700	68,450	69,450
<b>Risk Management</b>							
67424 WORKERS COMP-SELF-FUNDED CLAIMS RUN-OUT	17,400	16,225	20,000	14,400	20,000	20,000	20,000
67425 LIABILITY INSURANCE	296,931	355,103	324,500	229,134	341,200	350,000	360,000
	314,331	371,328	344,500	243,534	361,200	370,000	380,000
<b>Finance</b>							
67032 CREDIT CARD BANK FEES	11,027	13,565	11,730	12,840	10,000	11,000	11,500
67400 AUDITS	32,002	19,206	27,500	22,212	33,000	33,000	33,000
	43,029	32,771	39,230	35,052	43,000	44,000	44,500
<b>Information Technology</b>							
67045 MATERIALS/SUPPLIES	19,841	10,817	25,000	9,695	25,000	25,000	25,000
67049 EQUIPMENT MAINTENANCE	7,068	22,039	8,500	1,686	8,500	8,500	8,500
	26,909	32,856	33,500	11,381	33,500	33,500	33,500
<b>Other</b>							
67033 DUES/MEMBERSHIPS	385	420	1,000	824	1,200	1,200	1,200
67034 DOCUMENTS/PUBLICATIONS	240	489	500	353	500	500	500
67036 TELEPHONE	1,563	1,276	2,000	4,597	2,500	2,500	2,750
67039 PRINTING	1,497	1,639	2,000	2,818	2,000	2,000	2,000
67042 OFFICE MACHINE SUPPLIES	4,061	4,290	6,000	3,831	5,000	5,000	5,000
67043 OFFICE SUPPLIES	2,172	3,042	1,100	(3,363)	2,000	2,000	2,000
67051 PROFESSIONAL SERVICES	29,282	84,780	85,000	50,032	54,000	25,000	25,000
67053 CONTRACTUAL SERVICES	43,194	199,080	215,500	220,868	199,507	200,000	180,000
67401 BUDGET PREPARATION	-	-	-	-	-	-	-
	82,394	295,016	313,100	279,960	266,707	238,200	218,450
	\$ 999,149	\$ 1,323,134	\$ 1,626,663	\$ 1,345,856	\$ 1,808,799	\$ 1,795,637	\$ 1,822,297

## TREASURER

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
63010 SALARIES							
63014 SOCIAL SECURITY							
63015 MEDICARE							
63053 CONTRACTUAL SERVICES	1,600	2,600	2,400	2,600	2,400	2,400	2,400
	1,600	2,600	2,400	2,600	2,400	2,400	2,400
	\$ 1,600	\$ 2,600	\$ 2,400	\$ 2,600	\$ 2,400	\$ 2,400	\$ 2,400



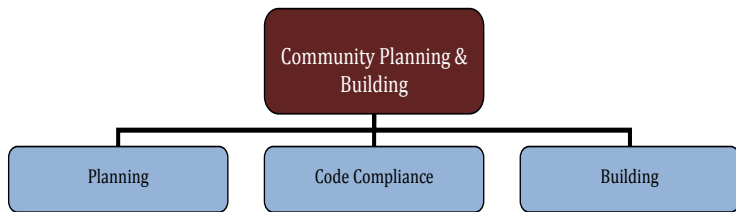
# COMMUNITY PLANNING AND BUILDING

**Summary and Overview:**

The Department of Community Planning and Building is responsible for the management of land use and environmental quality in Carmel-by-the-Sea. The Planning Division processes current development applications, maintains the General Plan, and ensures that capital programs, zoning and other activities of the City are consistent with the goals and policies of the Plan. The Department also provides staff support to the Planning Commission and the Historic Resources Board.

The Building Safety Division is responsible for review of construction plans and inspections of City and private development projects to ensure compliance with building codes. The Building Safety Division is also responsible for processing encroachment permit applications.

The Code Compliance Division ensures compliance with zoning, design, building and fire codes.



Staffing	Position	FTE
Planning	3.5	3.5
Code Compliance*	0	0
Building	2.5	2.5
<b>Total</b>	<b>6</b>	<b>6</b>

\*provided by contract at 0.75 FTE equivalent

**Goals and Objectives:**

Provide quality customer service with appropriate regulatory oversight

Preserve and maintain village character in Carmel through clear land use policies, appropriate zoning regulations, detailed design guidelines and equitable and consistent code compliance

Preserve the community’s beach, park, public space, and forest assets by having thoughtful policies, public dialogue and active partnerships with community groups and strategic partners

Promote community cleanliness to protect, conserve and enhance the unique natural beauty and resources of the village

Preserve and maintain community character through implementing a public outreach program to address improving the appearance of the City’s public rights-of-way



**Accomplishments**

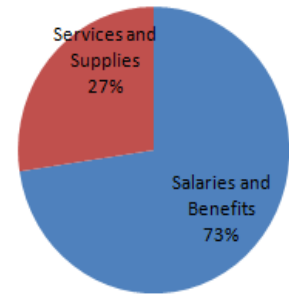
Major accomplishments for the 2013-2014 Fiscal Year include careful review of Planning and Building applications to ensure the maintenance of the Village character, assistance with the review of the Shoreline Management Plan and Forest Management Plan, assistance with the City’s facilities assessment, assistance with water conservation and supply solutions, and ensuring compliance with the City’s Right-of-Way Vision.

In 2013, the City processed a total of 305 Planning permits, 286 Building Permits, and 2 Local Coastal Program Amendments: revisions to the City’s Tree Protection Ordinance and Storm-Water Quality Requirements. Another primary focus of the Department this fiscal year has been the retention and training of staff to ensure that both the Code Compliance function and the Planning and Building Counter function provide thorough and timely customer service, and include the necessary documentation.

**Performance Measures:**

Performance	Program		FY 13-14 est	FY 14-15	FY 15-16	FY 16-17
Staff-level applications - initial review and response within 10 working days	Planning	Amount	180	150	180	170
		Percent	40%	70%	90%	90%
Staff-level applications - resubmittals within 5 working days	Planning	Amount	180	180	180	170
		Percent	30%	70%	80%	80%
Discretionary (PC or HRB) - Initial review and response within 15 working days	Planning	Amount	125	125	125	115
		Percent	30%	60%	80%	80%
Discretionary (PC or HRB) - Resubmittal within 10 working days	Planning	Amount	90	90	90	80
		Percent	50%	70%	80%	80%
Simple building permits not needing plan check issued within 1 working day	Building	Amount	126	126	100	100
		Percent	40%	80%	90%	90%
Applications requiring plan check initial review and response within 20 working days	Building	Amount	180	180	180	170
		Percent	75%	80%	90%	90%
Applications requiring plan check resubmittals within 10 working days	Building	Amount	40	40	40	35
		Percent	50%	70%	80%	80%
Temporary encroachment and driveway permits received for completeness within 2 working days	Building	Amount	160	160	160	150
		Percent	30%	80%	90%	90%
Code compliance requests investigated within 2 working days	Code	Amount	340	340	300	260
		Percent	80%	90%	90%	90%
Targets for achieving compliance achieved within 5 working days	Code	Amount	340	340	300	260
		Percent	50%	50%	50%	50%

**Community Planning & Building**  
Expenditures by Category



**Significant Changes:**

The Building Official position was filled in June 2014; this function had been provided on a part-time contractual basis since June 2013. Having a full-time, in-house Building Official provides for improved turn-around time on plan checks and Building Code questions. The Building Official also assists with Code Compliance issues and oversees the Encroachment Permit function. The Building Official also assists in the recruitment and training of a full-time Permit Technician.

Other key changes include the addition of a Planner and an increase in the contract Code Compliance staffing level from 0.5 FTE to 0.75 FTE. Also, the Department budget includes funding for assistance with the update of the City’s Housing Element, and equipment for additional workstations and file storage.

## COMMUNITY PLANNING AND BUILDING

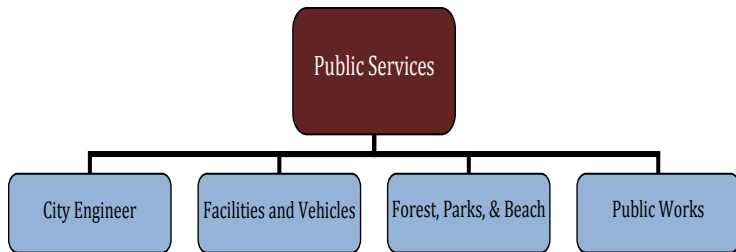
Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected	
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17	
69010	SALARIES	\$ 357,982	\$ 319,992	\$ 450,492	\$ 398,288	\$ 532,398	\$ 574,990	\$ 603,739
69011	OVERTIME	1,545	6,465	2,000	1,803	2,000	2,000	3,500
69013	UNIFORM ALLOWANCE	264	264	264	33	264	264	264
69014	SOCIAL SECURITY			-			-	-
69015	MEDICARE	5,454	5,013	5,424	5,529	6,228	6,726	7,062
69016	RETIREMENT	84,708	58,587	45,816	36,220	61,581	66,507	69,833
69017	MEDICAL PROGRAM	61,800	54,082	65,983	51,997	55,709	60,165	66,182
69018	LIFE INSURANCE	729	611	611	563	611	659	689
69019	WORKERS COMP INS.	13,929	15,079	17,338	17,338	18,250	19,710	20,696
69020	DEFERRED COMPENSATIONS	1,565	1,013	1,380	900	1,440	1,512	1,512
69021	MOU OBLIGATIONS	2,400	2,400	8,727	-	2,920	3,154	3,154
69022	UNEMPLOYMENT			1,000	-	1,000	1,000	1,000
69023	PART-TIME ASSISTANCE			25,000	-	-	-	-
		530,376	463,506	624,035	512,670	682,400	736,688	777,630
69031	CLOTHING EXPENSE	250		250	-	250	250	250
69033	DUES/MEMBERSHIPS	639	495	1,200	738	4,600	4,922	1,200
69034	DOCUMENTS/PUBLICATIONS	700		2,000	424	2,000	2,140	1,500
69036	TELEPHONE	5,042	4,864	4,500	3,156	4,500	4,815	4,400
69039	PRINTING	2,231	2,948	3,500	16,007	5,400	5,778	3,500
69040	ADVERTISING	2,641	2,549	3,000	5,276	3,000	3,210	3,000
69042	OFFICE MACHINE SUPPLIES	408	395	500	321	500	535	750
69043	OFFICE SUPPLIES	704	1,052	1,000	2,061	2,500	2,675	1,000
69049	EQUIPMENT MAINTENANCE	-		200		200	214	200
69051	PROFESSIONAL SERVICES	49,284	86,676	75,000	123,189	218,200	200,000	200,000
69053	CONTRACTUAL SERVICES	7,382	22,497	9,500	139,168	9,500	9,500	9,500
69055	COMMUNITY ACTIVITIES	-		-	-	-	-	-
69095	SERVICES/SUPPLIES	261	228	500	-	6,800	500	500
		69,542	121,704	101,150	290,341	257,450	234,539	225,800
		\$ 599,918	\$ 585,210	\$ 725,185	\$ 803,011	\$ 939,850	\$ 971,227	\$ 1,003,430



# PUBLIC SERVICES

**Summary and Overview:**

The Public Services Department is responsible for implementing and managing the City's capital and engineering programs, Facilities and Vehicle Maintenance, Public Works, and Forest, Parks and Beach. The City Engineer provides technical expertise, advice, scope, design and supervision of City road and drainage construction projects, flood control programs and other special engineering services. Facilities and Vehicle Maintenance is responsible for the repair, renovation and ongoing maintenance of approximately 145,000 square feet of City-owned buildings and the City's fleet. Public Works maintains all municipal infrastructure including construction, improvement and repair of streets, sidewalks, pathways, and storm drainage systems, installation of traffic signs and sidewalk trash cans, painting of street markings and assistance at community special events. Forest, Parks and Beach manages the City's urban forest, parks, landscape medians and shoreline to preserve the windbreak protection, abate soil erosion, enhance the natural beauty, and maintain the outdoor recreational facilities of the community.



Staffing	Position	FTE
City Engineer	0	0
Facilities & Vehicle	2	2
Forest Park Beach	4	4
Public Works	9	8
<b>Total</b>	<b>15</b>	<b>14</b>

**Goals and Objectives:**

**Community character:** Promote community cleanliness to protect, conserve and enhance the unique natural beauty and resources of the village; Preserve the community's beach, park, public space, and forest assets by having thoughtful policies, public dialogue and active partnerships with community groups and strategic partners

**Long-term vitality and sustainability:** Focus on enhancing quality of life for residents

**Fiscal stability:** Promote efficiency through an organizational culture that identifies and implements process improvements and strives to develop more efficient methods of providing service and utilizing taxpayer dollars.

**Organizational effectiveness:** Focus on accountability, efficiency and quality customer service through the individual performance of employees; connecting their work to the business and strategy of the organization and creating a performance process that will ensure and promote the goals of the organization.

**Accomplishments**

Began the development of a comprehensive facilities use plan and inventory and identification of priority facilities for in-depth assessments and improvements; began the construction of the Scenic Restroom; completed the ASBS Dry Weather Diversion project.

Updated the Pavement Management Program; resurfaced ten street segments and the Jane Powers Walkway; coordinated with Planning on voluntary right-of-way compliance; completed various sidewalk and concrete pavement projects in the commercial district and completed the storm drain improvement project on 4th & Santa Fe.

**Accomplishments (continued)**

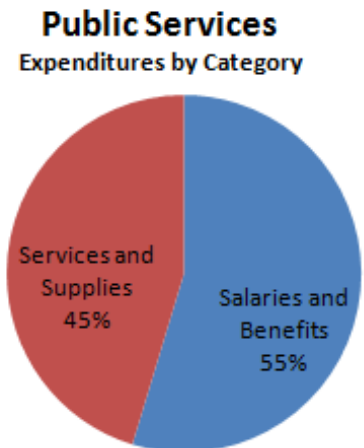
Reviewed and implemented components of the Shoreline and Forest Management Plans; installed interpretative panels on marine life, the Carmel Beach and Coastal trail access signage; completed tree trimming on Scenic; provided weekly beach cleanup services, including beach fire cleaning during May-October; replenished sand and developed new signage for beach fire rules.

Implemented enhancements to the City’s various parks including installation of the 911 Memorial at Devendorf Park; new signage at the Mission Trail Nature Preserve and the installation of additional fencing and grant-funded playground equipment at Forest Hill Park.

Collaborated in a regional process to evaluate, negotiate and adopt a new hauler franchise agreement, resulting in enhanced services for residents and businesses.

**Performance Measures:**

Performance	Program		FY 13-14 est	FY 14-15	FY 15-16	FY 16-17
Custodial expenditure per square foot	Facilities	Amount	\$ 0.95	\$ 1.00	\$ 0.90	\$ 0.90
% of City tree receiving preventative maintenance	Forest	Number	914	1,080	1,080	1,080
		Percent	10%	12%	12%	12%
Number of trees planted	Forest	Number	60	100	120	125
Survival rate of City planted trees	Forest	Number	55	95	117	122
		Percent		95%	98%	98%
Lane miles with a Pavement Condition Index of 70 or greater	Public Works	Percent	56%	60%	65%	70%
Yards of materials removed from city streets annually	Public Works	Amount	540	600	600	600
Average rating of cleanliness of beaches and parks (1=good and 5=poor)		Survey rating	3	2	2	2



**Significant Changes:**

Shoreline Management Plan: Ongoing assessment and monitoring of beach fire management options; trash management options; evaluation of shoreline infrastructure; completion of the Scenic restroom; revitalization of the Scenic Pathway through enhanced irrigation and design of new guardrails and plantings; and beach clean-up.

Del Mar Master Plan: Completion of grant-funded sidewalk/accessibility improvements and dunes restoration.

MTNP: Implement pilot goat grazing and invasive vegetation management at the Mission Trail Nature Preserve. Complete Mt. View Mission Trail entrance project.

Forest Management Plan: Address backlog of stumps to be removed; increase tree plantings; implement new tree replacement program; undertake a community public education and outreach program; implement irrigation improvements and enhanced landscaping at First Murphy Park; and coordinate opportunities for tree and landscaping improvements with road overlay projects.

Execution of pavement management plan; increased sidewalk enhancement projects and development of storm drain plan and enhanced storm drain replacement. Oversee adoption of a new waste hauler franchise agreement, transition to new services as needed and ongoing contract compliance and development of new trash can options.

Consider long-term options for City facilities including Forest Theater; Public Services/Public Safety Building, Scout House, and Park Branch Library.

## FACILITIES and VEHICLES

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
70010 SALARIES	\$ 173,855	\$ 121,132	\$ 255,098	\$ 230,534	\$ 144,520	\$ 151,746	\$ 159,333
70011 OVERTIME	755	534	450	1,068	-	450	560
70013 UNIFORM ALLOWANCE	462	264	264	264	264	264	528
70015 MEDICARE	733	1,504	3,760	2,757	2,120	2,226	2,337
70016 RETIREMENT	25,205	11,891	24,220	16,028	10,569	11,097	11,652
70017 MEDICAL PROGRAM	18,470	21,469	41,414	29,408	31,976	33,575	36,932
70018 LIFE INSURANCE	261	221	379	324	266	565	591
70019 WORKERS COMPENSATION INS.	6,710	6,507	14,448	14,448	15,893	17,164	18,023
70020 DEFERRED COMPENSATION	600	300	3,000	300	1,280	3,300	3,600
70021 MOU OBLIGATIONS		1,783	4,200	4,200	1,400	1,400	1,400
70022 UNEMPLOYMENT			1,000	-	1,000	1,000	1,000
70023 PART-TIME ASSISTANCE	2,872		-	-	-	-	-
	229,923	165,605	348,233	299,332	209,288	222,788	235,957
70026 UTILITIES	50,705	43,021	56,000	43,610	61,740	63,000	65,000
70030 TRAINING			200	-	1,000	1,000	1,000
70031 CLOTHING EXPENSE	471	315	150	127	200	200	200
70036 TELEPHONE	700	1,267	1,500	988	1,500	1,500	1,500
70039 PRINTING					500	500	500
70044 CUSTODIAL SUPPLIES	11,128	11,600	15,000	12,200	15,000	16,000	17,000
70045 MATERIAL/SUPPLIES	28,273	15,339	30,000	9,509	20,000	22,000	24,000
76046 FUEL	97,382	59,718	78,750	68,742	80,000	86,822	90,000
76047 AUTOMOTIVE PARTS/SUPPLIES	3,363	5,439	5,000	1,687	6,000	6,000	6,500
76048 TIRES/TUBES	2,299	2,449	4,500	4,474	5,000	4,500	5,000
76049 EQUIPMENT MAINTENANCE	64,104	52,427	70,000	76,577	80,000	85,000	85,000
70050 OUTSIDE LABOR	60,910	71,600	93,600	65,379	60,000	63,000	65,000
70053 CONTRACTUAL SERVICES	102,411	175,968	110,000	123,630	120,000	122,000	124,000
90801 PROPERTY TAX ASSESSMENTS	31,289	32,289	42,426	44,049	44,500	44,945	45,394
	453,035	471,432	507,126	450,971	495,440	516,467	530,094
	\$ 682,958	\$ 637,037	\$ 855,359	\$ 750,303	\$ 704,728	\$ 739,255	\$ 766,051

## FOREST, PARKS AND BEACH

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
78010 SALARIES	\$ 162,466	\$ 163,068	\$ 163,068	\$ 169,874	\$ 247,564	\$ 252,515	\$ 260,090
78011 OVERTIME	-	116	750	155	750	765	788
78013 UNIFORM ALLOWANCE	528	528	528	528	660	673	693
78014 SOCIAL SECURITY	2,629	2,732	2,849	3,025	-	-	-
78015 MEDICARE	1,365	1,398	1,448	1,512	2,028	2,028	2,028
78016 RETIREMENT	34,422	26,442	17,767	19,828	24,976	25,476	26,240
78017 MEDICAL PROGRAM	7,998	9,551	8,229	10,433	36,566	37,297	38,416
78018 LIFE INSURANCE	492	286	257	286	395	403	415
78019 WORKERS COMP INS.	8,477	8,766	14,448	14,448	15,893	16,211	16,697
78020 DEFERRED COMPENSATION	675	600	600	600	1,460	1,489	1,534
78021 MOU OBLIGATIONS	1,200		4,692	-	5,033	5,134	5,288
78022 UNEMPLOYMENT	-		1,000	-	1,000	1,000	1,030
78023 PART-TIME ASSISTANCE	42,407	44,059	45,000	48,813	15,000	15,000	15,000
	262,659	257,546	260,636	269,501	351,325	357,991	368,219
78026 UTILITIES	784	673	1,000	681	980	1,200	1,284
78030 TRAINING			1,000	160	1,000	1,200	1,284
78031 CLOTHING EXPENSE	497	552	600	368	600	1,000	1,070
78033 MEMBERSHIPS/DUES	495	410	1,100	575	1,000	1,700	1,819
78036 TELEPHONE	385	436	500	703	500	500	535
78039 PRINTING	101	1,382	500	146	500	500	535
78041 RENT/LEASE EQUIPMENT	1,710		500	-	1,000	500	535
78045 MATERIAL AND SUPPLIES	3,846	6,780	14,600	9,978	15,000	12,000	12,840
78050 OUTSIDE LABOR	85,255	93,783	125,000	32,477	155,000	168,000	179,760
78052 TREE CONTRACT SERVICES					50,000	50,000	50,000
78053 CONTRACTUAL SERVICES	116,371	103,962	100,000	59,605	142,000	115,000	144,450
78054 TOOLS/EQUIPMENT	126	145	500	-	700	500	535
78057 SAFETY EQUIPMENT	390	77	500	106	500	500	535
78095 OPERATION SRVCS/SUPPLIES	42	51	200	101	200	200	214
	210,002	208,251	246,000	104,899	368,980	352,800	395,396
	\$ 472,661	\$ 465,797	\$ 506,636	\$ 374,400	\$ 720,305	\$ 710,791	\$ 763,615

## PUBLIC WORKS

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
76010 SALARIES	\$ 493,556	\$ 451,745	516,452	491,769	652,581	\$ 665,632	\$ 685,601
76011 OVERTIME	6,175	3,046	5,000	6,364	-	-	-
76013 UNIFORM ALLOWANCE	1,944	1,756	2,112	1,802	2,112	2,154	2,219
76015 MEDICARE	5,357	5,132	5,994	5,228	7,957	8,116	8,360
76016 RETIREMENT	121,550	86,580	56,282	68,708	66,325	67,651	69,681
76017 MEDICAL PROGRAM	90,703	93,880	114,172	114,570	125,341	127,847	131,683
76018 LIFE INSURANCE	1,155	1,068	1,088	1,068	1,177	1,200	1,236
76019 WORKERS COMPENSATION INS.	5,775	22,585	45,656	48,331	50,222	51,226	52,763
76020 DEFERRED COMPENSATIONS	2,332	2,100	2,352	1,750	3,260	3,325	3,425
76021 MOU OBLIGATIONS	3,420	3,420	3,600	2,400	24,469	24,958	25,707
76022 UNEMPLOYMENT			1,000	-	1,000	1,020	1,051
76023 PART-TIME ASSISTANCE			-	819	1,000	-	-
	731,967	671,312	753,708	742,809	935,444	953,129	981,726
76026 UTILITIES	64,231	67,935	74,000	73,106	73,500	78,000	80,000
76030 TRAINING			1,600	279	1,800	2,000	2,000
76031 CLOTHING EXPENSE	3,257	4,247	3,500	3,639	3,500	3,700	3,700
76032 PERMITS, LICENSES & FEES	6,339	9,965	8,500	1,364	10,000	8,500	10,000
76033 DUES/MEMBERSHIPS	135	210	350	-	350	350	350
76034 DOCUMENTS/PUBLICATIONS	-	24	100	-	100	100	100
76036 TELEPHONE	3,043	3,765	1,500	3,226	3,500	3,500	3,500
76041 RENT/LEASE EQUIPMENT	161	178	600	(25)	3,100	800	3,100
76042 OFFICE MACHINE SUPPLIES	82	43	150	-	150	150	150
76043 OFFICE SUPPLIES	237	178	200	334	400	250	450
76045 MATERIALS/SUPPLIES	40,557	52,470	50,000	39,335	55,000	60,000	65,000
76050 OUTSIDE LABOR	33,445	47,912	60,000	42,209	65,000	100,000	70,000
76053 CONTRACTUAL SERVICES	9,059	2,226	10,000	9,117	12,000	20,000	20,000
76054 TOOLS/EQUIPMENT	2,449	3,663	3,000	2,768	3,000	4,000	4,000
76055 STORM WATER RUNOFF	73,015	109,190	135,000	99,192	132,000	142,000	133,000
76057 SAFETY EQUIPMENT	2,235	2,273	3,000	707	3,000	3,000	3,000
76095 OPERATIONAL SERV/SUPPLIES	0	139	100	-	200	100	200
	238,245	304,418	351,600	275,250	366,600	426,450	398,550
	\$ 970,212	\$ 975,730	\$ 1,105,308	\$ 1,018,059	\$ 1,302,044	\$ 1,379,579	\$ 1,380,276

## ENGINEERING

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
62051 PROFESSIONAL SERVICES	\$ -	\$ 654	\$ 9,000	\$ 8,985	\$ 9,000	\$ 9,000	\$ 9,000
62053 CONTRACTUAL SERVICES	3,338	4,914	1,800	2,400	1,800	1,800	1,800
	3,338	5,568	10,800	11,385	10,800	10,800	10,800
	\$ 3,338	\$ 5,568	\$ 10,800	\$ 11,385	\$ 10,800	\$ 10,800	\$ 10,800

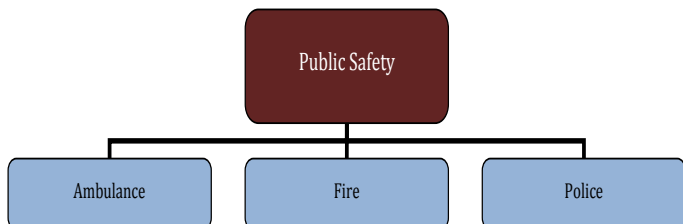
# PUBLIC SAFETY

## Summary and Overview:

Carmel Fire Ambulance provides advanced life support ambulance service to the residents of Carmel-by-the-Sea and is the nearest ambulance to areas adjacent to the City. The ambulance is staffed by six (6) full time paramedic-firefighters and emergency medical technician-firefighters and three (3) per diems to provide front line medical emergency response and all-hazard response as a key component of the City’s public safety services.

The Fire Department's primary responsibility is to save lives and protect property through the prevention and control of fires. This responsibility encompasses other emergencies including medical, automobile accidents, hazardous material spills, natural gas leaks, downed power lines, flooding and minor electrical problems. The fire department also has certified paramedic-firefighters that are available to staff Carmel Fire Ambulance.

The Police Department enforces all laws and regulations enacted by the local, state and federal governments. The essential goal of the Department is "to protect and serve" with primary responsibility for ensuring the rights of citizens and visitors to live in peace and safety. The Police Department has two officers who participate on the Peninsula Regional Violent and Narcotics Team (PRVNT) and the Peninsula Special Response Unit (SRU). Each team has made a significant impact on the Peninsula and in our community.



Staffing	Position	FTE
Ambulance	6	6
Fire	0	0
Police	27	23.77
<b>Total</b>	<b>33</b>	<b>29.77</b>

## Goals and Objectives:

Promote community cleanliness to protect, conserve and enhance the unique natural beauty and resources of the Village

Focus on accountability, efficiency and quality customer service through the individual performance of employees; connecting employee work to the business and strategy of the organization and creating a performance process that will ensure and promote the goals of the organization

Promote efficiency through an organizational culture that identifies and implements process improvements and strives to develop more efficient methods of providing service and utilizing taxpayer dollars



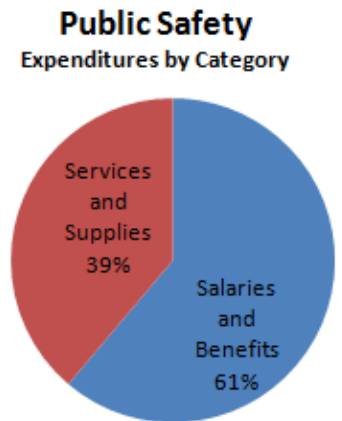
**Accomplishments**

Last year the City of Carmel entered into an automatic and mutual aid agreement with American Medical Response to provide an integration of ambulance services within each agency's respective designated response districts. Carmel Fire Ambulance was also equipped with an automatic vehicle locator (AVL) which will improve the level of service to each respective jurisdiction by identifying the closest most appropriate ambulance unit.

The Police Department reviewed and made changes to the organization structured by removing the Field Training Officer position and adding an additional Corporal position. The Corporals are now responsible for training new officers in addition to being part of the management team. This is part of the Department's commitment to provide leadership skills and training and succession planning for future development of our personnel within the Department.

**Performance Measures:**

Performance	Program		FY 13-14 est	FY 14-15	FY 15-16	FY 16-17
% code-3 ambulance calls within CBTS with a response time of 5 mins or less from dispatch to arrival	Ambulance	Amount	540	540	540	540
		Percent	95%	95%	95%	95%
80 second chute time from time of dispatch to response	Ambulance	Amount				
		Percent	95%	95%	95%	95%
% Full cardiac arrest patients within CBTS with a pulse upon delivery to the hospital	Ambulance	Amount	24	24	24	24
		Percent	40%	40%	40%	40%
Annual ambulance transport fee recovery rate	Ambulance	Amount				
		Percent	53%	53%	53%	53%
Total Fire expen per capita (excludes ambulance)	Fire	Amount	\$564.62	\$526.29	\$540.40	\$569.98
Annual % of code-3 fire calls within CBTS with a response time of 5 mins or less from dispatch to time of arrival	Fire	Amount	497	497	497	497
		Percent	95%	95%	95%	95%
Annual % of structure fires within CBTS contained to room, or structure of origin	Fire	Amount	7	7	7	7
		Percent	80%	80%	80%	80%
Percentage of all occupancies inspected within established timeframes	Fire	Amount	703	703	703	703
		Percent	95%	95%	95%	95%
Average dispatch process time for all emergency calls	Police	Amount	380	380	380	380
		Time	2:30	2:30	2:30	2:30
Average dispatch process time (seconds)	Police	Amount	12,800	12,800	12,800	12,800
		Time	1:30	1:30	1:30	1:30
Student completion of the Carmel diversion program	Police	Amount	10	10	10	10
		Percent	90%	90%	90%	90%
Maintain UCR crime clearance rate at or above	Police	Amount	110	110	110	110
		Percent	25%	25%	25%	25%



**Significant Changes:**

The Police Department hired a part-time security guard to provide education and enforcement of the rules and regulations regarding beach fires during weekend evening hours as part of the Shoreline Management Plan. The program went into effect in March has been instrumental in educating the public regarding beach fire safety while managing and reducing the number of illegal fires on the beach. The Fiscal Year 2014-2015 Operating Plan enables the Police Department to continue managing this program.

## AMBULANCE FUND

Revenue	Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
		FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
07-55007	CALL INCOME (IN-City)	\$ 497,636	\$ 606,467	\$ 655,000	\$ 650,000	\$ 725,000	\$ 725,000	\$ 725,000
07-	CALL INCOME (OUT-City)							
07-	BAD DEBTS RECOVERED					2,500	2,500	2,500
		\$ 497,636	\$ 606,467	\$ 655,000	\$ 650,000	\$ 727,500	\$ 727,500	\$ 727,500

## AMBULANCE FUND

Expenditure	Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
		FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
07-73010	SALARIES	\$ 135,949	\$ 330,792	\$ 468,551	\$ 349,708	\$ 465,455	\$ 477,537	\$ 477,537
07-73011	OVERTIME	69,090	108,330	70,000	109,225	80,000	82,400	82,400
07-73012	HOLIDAY IN-LIEU	11,054	33,532	40,807	30,573	42,172	42,031	42,031
07-73013	UNIFORM ALLOWANCE	-	-	3,000	-	-	3,090	3,090
07-73014	SOCIAL SECURITY	3,217	2,578	4,501	3,717	-	5,871	5,871
07-73015	MEDICARE	3,659	13,314	9,076	6,740	8,007	5,150	5,150
07-73016	RETIREMENT	47,992	94,279	146,957	64,681	125,858	160,305	160,305
07-73017	MEDICAL PROGRAM	561	20,468	84,898	29,925	78,477	79,530	79,530
07-73018	LIFE INSURANCE	319	677	897	318	826	1,030	1,030
07-73019	WORKERS COMPENSATION INS.		35,851	45,656	45,656	40,087	41,290	41,290
07-73020	DEFERRED COMPENSATION	-	-	1,800	-	-	1,854	1,854
07-73021	MOU OBLIGATIONS	-	-	2,000	-	2,000	2,060	2,060
07-73022	UNEMPLOYMENT	-	-	1,000	-	1,000	1,030	1,030
07-73023	PART-TIME ASSISTANCE	13,696	14,916	-	3,420	19,472	20,056	20,056
07-73024	PER DIEM PARAMEDIC / FF	53,607	72,030	72,592	65,586	72,592	74,770	74,770
07-73025	GROUP LTD		-	1,400	-	1,400	1,442	1,442
		339,144	726,767	953,135	709,549	937,346	999,446	999,446
07-73026	UTILITIES	861	4,159	3,700	-	3,774	3,849	3,849
07-73030	TRAINING		628	3,000	825	3,000	3,000	3,000
07-73032	PERMITS, LICENSES & FEES		981	500	58	204	208	208
07-73033	DUES/MEMBERSHIPS		171	300	-	306	312	312
07-73036	TELEPHONE	165	348	400	-	153	156	156
07-73038	POSTAGE		73	100	-	102	104	104
07-73043	OFFICE SUPPLIES	154	262	500	428	510	520	520
07-73047	AUTOMOTIVE PARTS		2,115	4,000	91	2,500	2,550	2,550
07-73049	EQUIPMENT MAINTENANCE	2,876	7,334	5,000	200	3,570	3,641	3,641
07-73050	OUTSIDE LABOR		1,367	3,000	173	3,060	3,121	3,121
07-73053	CONTRACTUAL SERVICES	10,677	43,302	50,000	221,364	95,000	97,000	97,000
07-73053-0006	CONTRACTUAL (Monterey)		94,830	25,000	64,320	71,420	88,644	88,644
07-73057	SAFETY EQUIPMENT		970	10,000	7,183	3,876	3,954	3,954
07-73603	MEDICAL SUPPLIES	17,097	29,530	22,000	18,214	22,440	22,889	22,889
07-73110	PRE-EMPLOYMENT	6,714	-	6,000	345	6,000	6,000	6,000
07-		38,544	186,070	133,500	313,200	215,915	235,948	235,948
		\$ 377,688	\$ 912,837	\$ 1,086,635	\$ 1,022,749	\$ 1,153,261	\$ 1,235,394	\$ 1,235,394
	<b>SURPLUS/(DEFICIT)</b>	\$ 119,948	\$ (306,370)	\$ (431,635)	\$ (372,749)	\$ (425,761)	\$ (507,894)	\$ (507,894)

## AMBULANCE FUND

Transfers-in	Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
		FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
07-49007	TRANSFER FROM CSA 74	\$ 1,907		\$ 12,000	\$ 11,746	\$ 4,000	\$ 4,000	\$ 4,000
07-49007	TRANSFER FROM GENERAL FUND		310,748	419,635	361,003	421,761	503,894	503,894
07-	RELEASE OF FUND BALANCE							
		\$ 1,907	\$ 310,748	\$ 431,635	\$ 372,749	\$ 425,761	\$ 507,894	\$ 507,894

## FIRE

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
SALARIES AND BENEFITS	864,000	34,022	-	-	-	-	-
72026 UTILITIES	9,799	7,298	8,500	8,237	8,526	9,000	9,900
72036 TELEPHONE	5,580	6,121	6,000	4,683	6,000	6,000	6,600
72037 RADIO EXPENSE	2,219	200	1,350	3,293	1,350	1,350	1,350
72047 AUTOMOTIVE PARTS	964	261	-	50	1,000	1,000	1,000
72049 EQUIPMENT MAINTENANCE	2,816	4,924	-	1,744	2,500	7,537	7,537
72050 OUTSIDE LABOR	2,611	1,627	3,500	3,100	3,850	3,500	3,850
72053 CONTRACTUAL SERVICES	263	90,385	20,000	19,943	35,000	20,000	38,500
72053-0006 CONTRACTUAL (Monterey)	663,700	1,620,819	1,977,531	2,132,607	1,938,337	1,996,487	2,096,311
72054 TOOLS/EQUIPMENT/SUPPLIES	1,076	2,018	1,500	-	1,500	-	1,500
72055 COMMUNITY ACTIVITIES	1,353	1,220	2,000	329	2,000	2,000	2,000
72057 SAFETY EQUIPMENT	5,736	1,654	5,000	6,392	5,000	5,000	5,000
72095 OPERATION SERVICES/SUPPLIES	2,941	-	5,000	422	5,000	5,000	5,000
72601 EOC SUPPLIES/SERVICE	59	-	7,500	-	12,000	12,000	12,000
72602 FIRE EQUIPMENT/SUPPLIES	4,556	2,981	-	-	7,416	7,715	7,715
72603 MEDICAL SUPPLIES	6,234	5,419	-	(1,976)	-	6,000	-
72604 HYDRANT MAINTENANCE	1,182	-	1,300	-	1,300	1,300	1,300
	973,326	1,744,927	2,039,181	2,178,865	2,030,779	2,085,389	2,199,563
	<b>\$ 1,837,326</b>	<b>\$ 1,778,949</b>	<b>\$ 2,039,181</b>	<b>\$ 2,178,865</b>	<b>\$ 2,030,779</b>	<b>\$ 2,085,389</b>	<b>\$ 2,199,563</b>

## POLICE

Description	Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
	FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
74010 SALARIES	\$ 1,504,175	\$ 1,682,032	\$ 1,784,032	\$ 1,852,095	\$ 1,878,263	\$ 1,934,611	\$ 1,992,649
74011 OVERTIME	244,942	135,197	165,000	144,621	165,000	150,000	150,000
74012 HOLIDAY-IN-LIEU	77,461	81,973	99,526	73,055	99,089	115,609	119,077
74013 UNIFORM ALLOWANCE	14,350	17,813	18,900	12,532	18,900	18,900	19,467
74014 SOCIAL SECURITY	-	45	-	100	5,054	-	-
74015 MEDICARE	20,701	21,292	22,924	21,561	25,269	27,595	28,423
74016 RETIREMENT	483,028	437,624	413,801	378,149	434,671	409,043	421,314
74017 MEDICAL PROGRAM	224,816	267,575	265,868	279,045	283,344	348,779	359,242
74018 LIFE INSURANCE	2,972	3,233	2,992	3,043	2,957	3,564	3,671
74019 WORKERS COMP INS.	37,866	84,441	101,136	101,176	111,250	114,688	118,129
74020 DEFERRED COMPENSATION	5,400	5,400	6,300	13,775	6,300	6,300	6,489
74021 MOU OBLIGATIONS	-	-	8,521	0	6,792	8,521	8,777
74022 UNEMPLOYMENT	-	-	1,000	0	1,000	1,000	1,030
74023 PART-TIME ASSISTANCE	23,474	11,140	25,000	17,733	-	50,000	51,500
	2,639,185	2,747,765	2,915,000	2,896,888	3,037,889	3,188,610	3,279,768
74026 UTILITIES	38,428	34,639	40,000	29,133	39,200	40,000	40,000
74030 TRAINING	-	-	10,000	10,789	15,000	10,000	15,000
74031 CLOTHING EXPENSE	7,776	11,217	11,000	10,808	11,000	11,000	11,000
74033 DUES/MEMBERSHIPS	814	990	1,350	1,050	1,400	1,350	1,400
74034 DOCUMENTS/PUBLICATIONS	1,558	1,264	1,360	615	1,360	1,830	1,830
74036 TELEPHONE	12,849	14,420	12,500	11,256	12,500	12,500	12,500
74037 RADIO EXPENSE	1,471	536	1,100	7	1,100	1,100	1,100
74038 POSTAGE	102	422	500	185	500	500	500
74039 PRINTING	2,406	3,709	3,500	1,622	3,500	4,000	4,000
74042 OFFICE MACHINE SUPPLIES	1,505	1,258	1,500	1,202	1,500	2,000	2,000
74043 OFFICE SUPPLIES	2,157	1,803	2,600	2,549	2,600	3,357	3,357
74049 EQUIPMENT MAINTENANCE	4,139	2,290	6,000	146	5,000	6,242	6,242
74050 OUTSIDE LABOR	9,638	8,670	6,000	5,981	6,000	3,433	6,000
74053 CONTRACTUAL SERVICES	125,325	113,346	150,000	96,643	168,200	221,118	226,511
74054 TOOLS/EQUIPMENT	2,456	1,942	2,500	1,197	2,500	2,500	2,500
74055 COMMUNITY ACTIVITIES	1,770	361	1,500	573	1,500	1,500	1,500
74057 SAFETY EQUIPMENT	10,824	7,934	9,000	366	9,000	9,000	9,000
74095 SERVICES/SUPPLIES	1,333	2,539	2,500	802	2,500	2,500	2,500
	224,744	208,110	262,910	174,921	284,360	333,930	346,940
	<b>\$ 2,863,929</b>	<b>\$ 2,955,875</b>	<b>\$ 3,177,910</b>	<b>\$ 3,071,808</b>	<b>\$ 3,322,249</b>	<b>\$ 3,522,540</b>	<b>\$ 3,626,708</b>

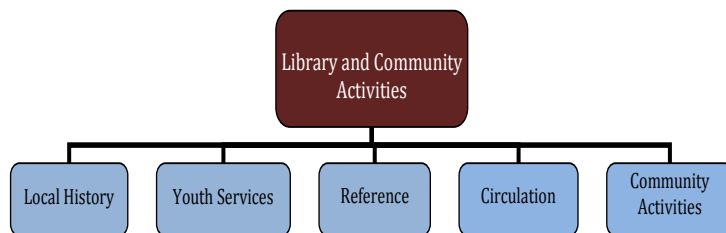
# LIBRARY AND COMMUNITY ACTIVITIES

**Summary and Overview:**

The library provides programs, materials, and reference services to cardholders and visitors, and offers an outreach program that delivers books to the homebound in the Carmel area. The print and online collections include books, e-books, movies, recorded books, large print materials and music; emphases include the history of Carmel-by-the-Sea, travel, art and medical reference.

The Harrison Memorial Library Board of Trustees, the Carmel Public Library Foundation (CPLF), and the City work together in partnership to ensure that the Harrison Memorial Library continues to be an important, integral and vital part of our community. The goal of this partnership is to sustain the historic tradition of providing free public library service of excellent quality.

The Community Activities Department's primary role is to manage and coordinate the delivery of a variety of new and ongoing special events within the community. To achieve this end, the Department works closely with other City departments and serves as the City's liaison with the Community Activities and Cultural Commission and the Marketing Coalition.



Staffing	Position	FTE
Admin	2	1.3
Local History	1	1
Youth Services	3	2.18
Reference	4	2.06
Circulation	7	5.11
Community Actvty	3	1.68
<b>Total</b>	<b>20</b>	<b>13.33</b>

**Goals and Objectives:**

**Library Goals and Objectives:**

- Enhance the user experience by making the library more accessible, convenient and easy to use
- Provide a variety of interesting and informative programs for all ages
- Use technology to enhance and support public service to the community
- Implement solutions that promote staff efficiency and effective workflow
- Modify library spaces to provide a more welcoming and functional environment

**Community Services Goals and Objectives:**

- Implement Special Event Permit processes and procedures that will assist event organizers in planning a safe and successful event.

**Accomplishments**

The library successfully completed 96% of its first-year Strategic Work Plan goals, including:

- Increased adult programming
- The launch of a pilot program to circulate eReaders with pre-loaded titles
- Laying the groundwork for an Oral History program, which is currently in beta testing
- Increasing the number of downloadable eBook titles and adding an additional eBook service

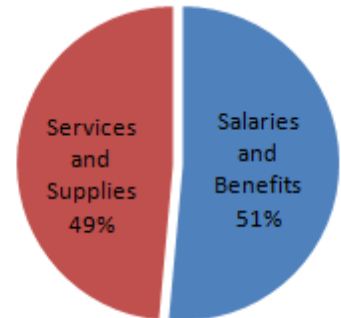
The library also entered into a partnership with Monterey County Free Libraries to provide adult literacy tutoring services at the Main Library.

This year to date, in addition to coordinating seven City sponsored community events – Memorial Day, July 4th, Veterans’ Day, Sandcastle Contest, Homecrafters’ Fair, the City Birthday Party and the Tree Lighting Ceremony - the Community Activities has processed special event permits for 39 private and public events in the City.

**Performance Measures:**

Performance	Program		FY 13-14 est	FY 14-15	FY 15-16	FY 16-17
Total Circulation	Library	Number	155,000	156,000	157,000	158,000
Program Attendance	Library	Number	4,700	4,800	4,900	5,000
Citizen Rating of Library Service	Library	Number	90	100	100	100
		Percent	98%	95%	95%	95%
Citizen Rating of Public Programs	Library	Number	211	250	250	250
		Percent	98%	95%	95%	95%
Dollar amount of permit fees waived	Community Activities	Number	6	5	5	5
		Amount	\$38,691	\$28,000	\$28,000	\$28,000
Special events permits processed	Community Activities	Number	45	45	45	45
Annual special events revenue	Community Activities	Amount	\$30,000	\$35,000	\$35,000	\$35,000

**Library and Community Activities Expenditures by Category**



**Significant Changes:**

There were no significant changes relative to implementing policy plans or key initiatives.

Significant changes relative to operations include operational oversight of Community Activities.

## HARRISON MEMORIAL LIBRARY

		Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
Description		FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
<b>Revenues</b>								
70-48001	TRANSFER IN- GENERAL FUND	910,724	945,457	986,177	908,504	973,076	1,127,915	1,160,553
41010	LIBRARY OPERATIONS			18,100	18,100	18,100	18,824	19,389
41020	CA STATE LIBRARY			-	-	-	-	-
41030	FRIENDS OF HML			19,000	19,000	19,000	19,760	20,353
41040	INTEREST INCOME			1,000	1,000	1,000	1,040	1,071
41050	CARMEL LIBRARY FOUNDATION			280,000	280,000	280,000	291,200	299,936
41060	DONATIONS			1,200	1,200	1,200	1,248	1,285
		910,724	945,457	1,305,477	1,227,804	1,292,376	1,459,987	1,502,587
<b>Expenditures</b>								
Description		Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Adopted Budget FY 2014-15	Projected Budget FY 2015-16	Projected Budget FY 2016-17
84010	SALARIES	\$ 458,271	\$ 513,995	\$ 595,000	\$ 518,408	\$ 739,829	\$ 674,730	\$ 694,972
84014	SOCIAL SECURITY	5,997	4,705	7,025	4,079	7,025	7,966	8,205
84015	MEDICARE	8,360	9,028	10,001	9,339	10,001	11,341	11,681
84016	RETIREMENT	116,856	97,677	65,262	68,819	69,220	72,637	74,816
84017	MEDICAL PROGRAM	71,359	88,215	78,788	89,574	88,058	95,333	98,193
84018	LIFE INSURANCE	1,233	1,381	1,252	1,292	1,252	1,328	1,368
84019	WORKERS COMPENSATION INS.	28,556	28,573	12,136	12,136	13,107	13,762	14,175
84020	DEFERRED COMPENSATIONS	4,348	3,000	2,700	2,725	2,700	2,700	2,781
84021	MOU OBLIGATIONS	1,200	-	8,184	-	14,884	8,184	8,430
84022	UNEMPLOYMENT	381	67	1,000	-	1,000	1,000	1,030
84023	PART-TIME ASSISTANCE	189,954	177,486	164,829	170,831	-	198,934	204,902
	Personnel Related	886,515	924,127	946,177	877,203	947,076	1,087,915	1,120,553
84026	UTILITIES	24,209	19,808	35,000	26,703	26,000	35,000	35,000
84060	FINE ART MAINT/PRESERVE		1,522	5,000	4,598	-	5,000	5,000
	Facilities/Other Related	24,209	21,330	40,000	31,301	26,000	40,000	40,000
	Total City Responsibility	910,724	945,457	986,177	908,504	973,076	1,127,915	1,160,553
	ADMINISTRATION			54,514	54,514	54,514	56,695	58,394
	DOCUMENTS			178,184	178,184	178,184	185,311	190,871
	EQUIPMENT			28,592	28,592	28,592	29,736	30,628
	CATALOGING			9,600	9,600	9,600	9,984	10,284
	INFORMATION SYSTEMS			33,810	33,810	33,810	35,162	36,217
	PROGRAMS			14,600	14,600	14,600	15,184	15,640
	Operations Related	-	-	319,300	319,300	319,300	332,072	342,034
		\$ 910,724	\$ 945,457	\$ 1,305,477	\$ 1,227,804	\$ 1,292,376	\$ 1,459,987	\$ 1,502,587

## COMMUNITY ACTIVITIES

		Actual	Actual	Revised	Estimate	Adopted	Projected	Projected
Description		FY 2011-12	FY 2012-13	Budget FY 2013-14	FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
<b>Revenues</b>								
41100	HOMECRAFTERS FAIR	14,210	12,250	-	12,000	13,000	14,000	14,500
41110	ARTS & CRAFTS CLASSES	4,815	6,700	-	5,000	5,000	5,500	6,000
		19,025	18,950	-	17,000	18,000	19,500	20,500
Description		Actual FY 2011-12	Actual FY 2012-13	Revised Budget FY 2013-14	Estimate FY 2013-14	Adopted Budget FY 2014-15	Projected Budget FY 2015-16	Projected Budget FY 2016-17
<b>Expenditures</b>								
82010	SALARIES	\$ 34,206	\$ 29,023	\$ 27,144	\$ 30,229	\$ 83,532	\$ 86,038	\$ 88,619
82014	SOCIAL SECURITY	228	184	1,128	117	130	640	659
82015	MEDICARE	1,121	941	1,242	939	1,311	1,797	1,851
82016	RETIREMENT	12,573	8,049	7,316	8,013	9,383	11,399	11,741
82017	MEDICAL PROGRAM	5,218	4,200	5,000	5,075	12,822	22,708	23,390
82018	LIFE INSURANCE	196	156	178	156	284	272	280
82019	WORKERS COMPENSATION INS.	1,924	2,330	6,242	6,242	6,500	7,078	7,290
82020	DEFERRED COMPENSATION	87		-	-	-	-	-
82021	MOU OBLIGATIONS			5,186	-	2,714	5,186	5,342
82022	UNEMPLOYMENT			1,000	-	1,000	1,000	1,030
82023	PART-TIME ASSISTANCE	3,675	3,572	30,000	2,000	55,000	55,000	56,650
		59,228	48,455	84,436	52,771	172,676	191,118	196,852
82026	UTILITIES	6,162	5,258	5,000	3,327	4,900	5,000	5,250
82030	TRAINING				-	1,000	1,000	1,050
82033	DUES AND MEMBERSHIP	-		-	-	-	-	-
82036	TELEPHONE	671	597	850	804	850	850	893
82039	PRINTING	-	121	-	-	100	100	105
82042	OFFICE MACHINE SUPPLIES	149		300	63	300	300	315
82043	OFFICE SUPPLIES	377	371	400	274	400	400	420
82053	CONTRACTUAL SERVICES	-	370	-	-	19,367	-	-
82055	COMMUNITY ACTIVITIES	18,853	17,851	35,000	21,159	30,500	75,000	78,750
82080	HOMECRAFTERS EXPENSES	1,818	3,121			4,000	4,200	4,326
82090	ART CLASS EXPENSES	445	436			500	525	541
82950	FINE ART MAINT/PRESERVE	10,000			-	-	-	-
80900	SUNSET CTR ENABLING GRANT	750,000	600,000	650,000	650,000	650,000	650,000	650,000
		788,475	628,125	691,550	675,627	711,917	737,375	741,650
		\$ 847,703	\$ 676,580	\$ 775,986	\$ 728,399	\$ 884,593	\$ 928,493	\$ 938,502





# CAPITAL SUMMARY

## CAPITAL IMPROVEMENTS IN THE PROPOSED BUDGET

The annual budget adopted by the City Council appropriates funding for capital projects, improvements, and outlays. This adopted budget allocates funding to the projects identified in year one of the recommended Five Year Capital Improvement Plan (CIP) with minor modification. Funded year one projects included in this proposed budget total \$4.52 million.

### FUNDING SOURCE SUMMARY

Source	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Donor Opportunity	25,000	475,000				500,000
Forest Theater	90,000					90,000
GF: Capital Improvements	944,878	1,315,228	780,000	821,500	421,500	4,283,106
Grants	402,500	10,000		10,000		422,500
Intergovernmental					850,000	850,000
Measure D	1,399,000	1,319,800	1,361,800	1,375,800	1,301,800	6,758,200
Prior Year Surplus	1,237,600					1,237,600
Road Impact Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
SCC Retainage	75,352					75,352
Traffic Safety	150,000	150,000	150,000	150,000	150,000	750,000
Unfunded		389,000	2,516,000	159,000	999,000	4,063,000
<b>GRAND TOTAL</b>	<b>4,524,330</b>	<b>3,859,028</b>	<b>5,007,800</b>	<b>2,716,300</b>	<b>3,922,300</b>	<b>20,029,758</b>

## CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2014- 2019

The CIP for fiscal years 2014-2015 through 2018-2019 was submitted to the City Council on March 7, 2014 and reviewed by the Planning Commission for General Plan consistency on April 17, 2014. The CIP is a compilation of projects intended to implement various plans including community plans, facilities plans, and the City's General Plan. Projects in the CIP quantify current and future capital needs. Accordingly, it includes projects for new and improved buildings and facilities, road improvements and parks, and vehicles and equipment. Because the CIP includes estimates of all capital needs, it provides the basis for setting priorities, reviewing schedules, developing funding policy for proposed improvements, monitoring and evaluating the progress of capital projects, and informing the public of projected capital improvements and unfunded needs.

Projects included in the CIP are non-recurring, have a long service life, are generally over \$10,000 and will be under way (or should be under way, but are partially or entirely unfunded) during fiscal year 2014-2015 through fiscal year 2018-2019. Although the CIP covers a five-year planning period, it is updated annually to reflect ongoing changes as new projects are added, existing projects modified, and completed projects removed from the program document.

The CIP does not appropriate funds; rather, it serves as a planning/budgeting tool, proposing Capital Budget appropriations to be recommended for adoption within the City's fiscal year 2014-2015 operating budget. The individual projects presented serve to support the four urgency label

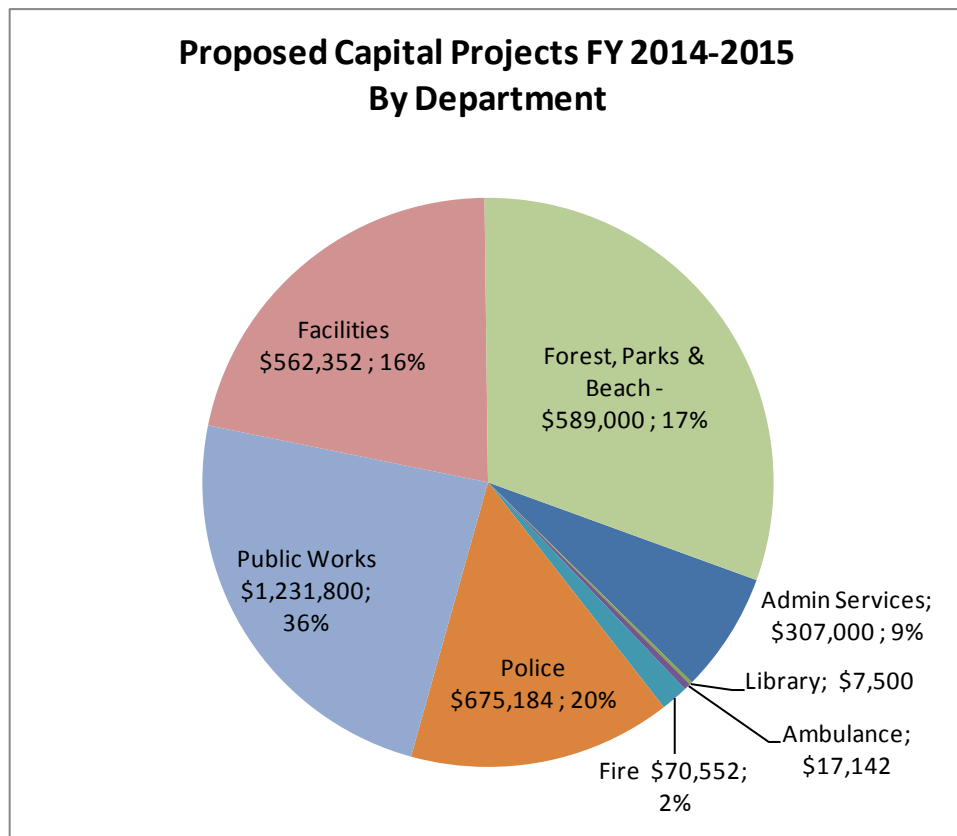
categories of the City Council’s project prioritization described in the CIP and included on each of the following project description pages.

This year’s total Five Year CIP identifies projects totaling \$20.0 million. A major portion of the project totals in the CIP are made up of \$4.8 million for Citywide concrete and surface treatment (road) programs and \$6.8 million for Preventive Maintenance – buildings and facilities and rehabilitation programs. Other large projects include vehicle replacements, information technology upgrades, construction of the Scenic Road restroom, and storm draining diversion related to new state regulations.

### OVERVIEW OF THE CAPITAL IMPROVEMENT BUDGET

The fiscal year 2014-2015 capital improvement budget contains 44 projects. Of this total, 38 projects are fully funded and 6 is partially funded. A funded project is one that has identified specific funding to implement the program. An unfunded project is one that has been identified in the CIP as a need but has no funding secured to implement the program.

The single largest capital project in the capital budget is nearly nine-hundred thousand dollars for street and road improvements. Funding for projects related to the Information Technology Plan, Parking Management Plan, and Facilities Use Plan are also large dollar projects; a list of all funded projects by policy plan is included on page E-3.



Project Number	Project Name	Dept Name	2014-2015	Policy Plan	Page Number
ASD-1415-01	IT Strategic Plan - Phase 1	Administrative Services	\$ 307,000	IT	E-8
LIB-1314-01	Park Branch Library Book Return	Library & Community Activities	\$ 7,500	Facilities	E-10
AMB-1314-01	Hydraulic Stretcher	Safety: Ambulance	\$ 17,142	Emergency	E-11
FIRE-1112-03	Fire Engine Lease Purchase (09/10)	Safety: Fire	\$ 70,552	Vehicle	E-12
POL-1314-01	Parking Scooter	Safety: Police	\$ 40,184	Parking	E-13
POL-1314-02	Patrol Vehicles	Safety: Police	\$ 89,000	Vehicle	E-14
POL-1314-03	GPS & License Plate Recognition	Safety: Police	\$ 104,176	Parking	E-15
POL-1314-05	Kenwood Radio Purchase & Encryption	Safety: Police	\$ 72,000	Emergency	E-16
POL-1415-04	Parking Management Study	Safety: Police	\$ 369,824	Parking	E-17
CPB-1213-02	Del Mar Pathway	Services: Public Works	\$ 60,000	Del Mar	E-18
PW-1112-01	Street and Road Projects	Services: Public Works	\$ 868,000	Pavement	E-19
PW-1314-01	Bikeway Projects	Services: Public Works	\$ 50,000	Circulation	E-20
PW-1415-01	Sidewalk Repair	Services: Public Works	\$ 75,000	Circulation	E-21
PW-1415-05	Ocean Ave. Median	Services: Public Works	\$ 25,000	CIP	E-22
CPB-1314-01	Water Conservation Projects	Services: Facilities	\$ 10,000	WCP	E-23
FAC-1415-02	Piccadilly Park Restroom Improvements	Services: Facilities	\$ 10,000	Facilities	E-24
FAC-1415-03	Sunset Center Lighting Console	Services: Facilities	\$ 25,000	Facilities	E-25
FAC-1415-05	Sunset Center Ramp Construction	Services: Facilities	\$ 10,000	Facilities	E-26
FAC-1213-01	PD/PW Roof/Patio Replacement	Services: Facilities	\$ 75,000	Facilities	E-27
FAC-1213-08	Sunset Center Wood Patio Stage Replacement	Services: Facilities	\$ 10,000	Facilities	E-28
FAC-1213-10	Sunset Center Planter Re-construction	Services: Facilities	\$ 27,000	Facilities	E-29
FAC-1213-11	Sunset Center Roof Repairs	Services: Facilities	\$ 75,352	Facilities	E-30
FAC-1213-21	Forest Theater Renovation	Services: Facilities	\$ 576,500	Facilities	E-31
FAC-1314-01	City Hall Renovations	Services: Facilities	\$ 30,000	Facilities	E-32
FAC-1314-03	Sunset Center Railing Replacement	Services: Facilities	\$ 14,000	Facilities	E-33
FAC-1314-04	Sunset Center Door Replacement	Services: Facilities	\$ 35,000	Facilities	E-34
LIB-1314-02	Park Branch Basement Restoration	Services: Facilities	\$ 80,500	Facilities	E-35
FPB-1415-04	Del Mar Plan sidewalk replacement	Srvs: Forest, Parks, & Beach	\$ 120,000	Del Mar	E-36
FPB-1415-08	MTNP Invasive Tree Management	Srvs: Forest, Parks, & Beach	\$ 45,000	MTNP	E-37
FPB-1415-11	Digital Tree Database	Srvs: Forest, Parks, & Beach	\$ 6,500	Forest	E-38
FPB-1415-12	Urban Forest Rehabilitation	Srvs: Forest, Parks, & Beach	\$ 5,000	Forest	E-39
FPB-1112-03	Tennis Court Renovation	Srvs: Forest, Parks, & Beach	\$ 55,000	CIP	E-40
FPB-1112-04	F550/chipper	Srvs: Forest, Parks, & Beach	\$ 68,000	Forest	E-41
FPB-1213-01	Beach Stair Maintenance	Srvs: Forest, Parks, & Beach	\$ 24,000	Shoreline	E-42
FPB-1213-04	Beach Fire Baskets	Srvs: Forest, Parks, & Beach	\$ 7,500	Shoreline	E-43
FPB-1213-05	Rio Park Improvements	Srvs: Forest, Parks, & Beach	\$ 40,000	CIP	E-44
FPB-1213-06	Scenic Rd. Restrooms	Srvs: Forest, Parks, & Beach	\$ 825,000	Shoreline	E-45
FPB-1213-08	Waterfront Area Signs	Srvs: Forest, Parks, & Beach	\$ 32,000	Shoreline	E-46
FPB-1314-01	4th Avenue Irrigation Meter	Srvs: Forest, Parks, & Beach	\$ 16,100	CIP	E-47
FPB-1314-02	Dunes Habitat Restoration	Srvs: Forest, Parks, & Beach	\$ 24,500	DMMP	E-48
FPB-1314-03	City Hall Cistern	Srvs: Forest, Parks, & Beach	\$ 25,000	WCP	E-49
FPB-1314-04	Shoreline Assessment and Implementation	Srvs: Forest, Parks, & Beach	\$ 20,000	Shoreline	E-50
FPB-1314-05	Mission Trail Entrance	Srvs: Forest, Parks, & Beach	\$ 47,000	MTNP	E-51
FPB-1314-06	Trash Can Refurbishment and Replacement	Srvs: Forest, Parks, & Beach	\$ 30,000	CIP	E-52

City of Carmel-by-the-Sea, CA

*FY 2014-2015 Projects*

'14/'15 thru '18/'19

**PROJECTS BY FUNDING SOURCE**

Source	Project #	Urgency	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
<b>Donor Opportunity</b>								
Sunset Center Wood Patio Stage Replacement	FAC-1213-08	3	10,000					10,000
Forest Theater Renovation	FAC-1213-21	1		475,000				475,000
Beach Fire Baskets	FPB-1213-04	3	7,500					7,500
Park Branch Library Book Return	LIB-1314-01	3	7,500					7,500
<b>Donor Opportunity Total</b>			<b>25,000</b>	<b>475,000</b>				<b>500,000</b>
<b>Forest Theater</b>								
Forest Theater Renovation	FAC-1213-21	1	90,000					90,000
<b>Forest Theater Total</b>			<b>90,000</b>					<b>90,000</b>
<b>GF: Capital Improvements</b>								
Replace Ambulance Vehicle	AMB-1213-01	5				150,000		150,000
Hydraulic Stretcher	AMB-1314-01	2	17,142					17,142
Voice over IP Telephone System	ASD-1213-03	2		54,000				54,000
IT Strategic Plan - Phase 1	ASD-1415-01	1	267,000	6,500	6,500	6,500		286,500
First Murphy Painting	FAC 1415-01	3				10,000		10,000
Sunset Center Lighting Console	FAC 1415-03	1	25,000					25,000
Sunset Center Digital Sound Board	FAC 1415-04	2				62,500		62,500
PD/PW Re-Painting	FAC-1213-02	5			27,000			27,000
PD HVAC Replacement and Re-Roof	FAC-1213-04	1			50,000			50,000
Sunset Center Planter Re-construction	FAC-1213-10	2	27,000					27,000
Sunset Center Re-painting	FAC-1213-14	3				19,500		19,500
Harrison Memorial Library Re-painting Project	FAC-1213-16	3			28,000			28,000
Card Key Security System	FAC-1213-20	5				25,000		25,000
Sunset Center Bach Offices Building Re-Roof	FAC-1213-99	4			25,000			25,000
Sunset Center Door Replacement	FAC-1314-04	3	35,000					35,000
Fire Engine Lease Purchase (09/10)	FIRE-1112-03	1	70,552	70,552				141,104
Scenic Pathway and Landscape Renovation	FPB 1415-01	2			150,000			150,000
Forest Hill Park playground improvements	FPB 1415-02	2				38,000		38,000
Martha's Way stair repair	FPB 1415-03	1				30,000		30,000
Lower Ocean landscape improvements	FPB 1415-05	4			35,000			35,000
MTNP Vegetation Management (goats)	FPB 1415-07	2			10,000		10,000	20,000
MTNP Invasive Tree Management	FPB 1415-08	2			15,000		15,000	30,000
Beach Rake	FPB 1415-10	4			90,000			90,000
Digital Tree Database	FPB 1415-11	2			6,500			6,500
Urban Forest Rehabilitation	FPB 1415-12	2			5,000		5,000	10,000
F550/chipper	FPB-1112-04	3	68,000					68,000
Beach Stair Maintenance	FPB-1213-01	1			24,000		24,000	48,000
Mission Trail Park Water Tank	FPB-1213-02	3		270,000				270,000
Beach Fire Baskets	FPB-1213-04	3			5,000		12,500	17,500
Rio Park Improvements	FPB-1213-05	4	40,000					40,000

Source	Project #	Urgency	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Replace Forester Truck	FPB-1213-07	3		30,000				30,000
Park Branch Library Painting - Interior	LIB-1213-03	3		18,000				18,000
Parking Scooter	POL-1314-01	2	40,184					40,184
Patrol Vehicles	POL-1314-02	2	89,000	56,000	93,000	130,000	65,000	433,000
GPS & License Plate Recognition	POL-1314-03	4	104,176					104,176
Parking Management Solution	POL-1415-04	2	136,824	330,176				467,000
Ocean Avenue to Torres Utility Undergrounding	PW 1415-06	4					260,000	260,000
Gardener Trucks	PW-1213-04	3		40,000	45,000			85,000
Dump Truck	PW-1213-05	3		90,000				90,000
Water Truck	PW-1213-06	2			80,000			80,000
Guadalupe to 5th Storm Drain	PW-1213-07	1		350,000				350,000
Storm Drain Replacement	PW-1415-02	2			35,000		30,000	65,000
Carpenter to 4th Storm Drain	PW-1415-03	2				350,000		350,000
Ocean Ave Utility Undergrounding	PW-1415-04	3			50,000			50,000
Ocean Ave. Median	PW-1415-05	3	25,000					25,000
<b>GF: Capital Improvements Total</b>			<b>944,878</b>	<b>1,315,228</b>	<b>780,000</b>	<b>821,500</b>	<b>421,500</b>	<b>4,283,106</b>

### Grants

Del Mar Pathway	CPB-1213-02	2	60,000					60,000
Water Conservation Projects	CPB-1314-01	5	10,000	10,000				20,000
Forest Theater Renovation	FAC-1213-21	1	90,000					90,000
Del Mar Plan sidewalk replacement	FPB 1415-04	1	60,000					60,000
Scenic Rd. Restrooms	FPB-1213-06	3	150,000					150,000
City Hall Cistern	FPB-1314-03	3	25,000					25,000
Shoreline Assessment and Implementation	FPB-1314-04	2				10,000		10,000
Trash Can Refurbishment and Replacement	FPB-1314-06	4	7,500					7,500
<b>Grants Total</b>			<b>402,500</b>	<b>10,000</b>		<b>10,000</b>		<b>422,500</b>

### Intergovernmental

Ocean Ave Utility Undergrounding	PW-1415-04	3					850,000	850,000
<b>Intergovernmental Total</b>							<b>850,000</b>	<b>850,000</b>

### Measure D

IT Strategic Plan - Phase 1	ASD-1415-01	1	40,000					40,000
Piccadilly Park Restroom Improvements	FAC 1415-02	2	10,000					10,000
Sunset Center Ramp Construction	FAC 1415-05	2	10,000					10,000
Sunset Center Awning	FAC 1415-06	4			10,000	35,000		45,000
PD/PW Roof/Patio Replacement	FAC-1213-01	1	75,000		500,000			575,000
PD HVAC Replacement and Re-Roof	FAC-1213-04	1				350,000		350,000
Forest Theater Renovation	FAC-1213-21	1		475,000				475,000
City Hall Renovations	FAC-1314-01	3	30,000					30,000
Scout House Renovations	FAC-1314-02	3		50,000				50,000
Del Mar Plan sidewalk replacement	FPB 1415-04	1	60,000					60,000
Upper Ocean Ave. landscape improvement	FPB 1415-06	3				100,000		100,000
MTNP Vegetation Management (goats)	FPB 1415-07	2				10,000		10,000
MTNP Invasive Tree Management	FPB 1415-08	2	45,000			15,000		60,000
MTNP Rio Rd. Entrance Reconfiguration	FPB 1415-09	2			100,000			100,000
Digital Tree Database	FPB 1415-11	2	6,500					6,500
Urban Forest Rehabilitation	FPB 1415-12	2	5,000			5,000		10,000
Beach Stair Maintenance	FPB-1213-01	1				24,000		24,000
Beach Fire Baskets	FPB-1213-04	3				5,000		5,000

Source	Project #	Urgency	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Rio Park Improvements	FPB-1213-05	4		50,000	50,000			100,000
Waterfront Area Signs	FPB-1213-08	3	32,000					32,000
Mission Trail Entrance	FPB-1314-05	2	40,000					40,000
Trash Can Refurbishment and Replacement	FPB-1314-06	4	22,500					22,500
Park Branch Library carpeting	LIB-1112-01	4		43,000				43,000
Park Branch Basement Restoration	LIB-1314-02	1	75,000					75,000
Kenwood Radio Purchase & Encryption	POL-1314-05	1	72,000					72,000
Parking Management Solution	POL-1415-04	2	233,000					233,000
Scenic: Ocean to 8th Ave. Utility Undergrounding	PW 1415-05	4					600,000	600,000
Street and Road Projects	PW-1112-01	1	518,000	626,800	626,800	626,800	626,800	3,025,200
Bikeway Projects	PW-1314-01	3	50,000					50,000
Sidewalk Repair	PW-1415-01	1	75,000	75,000	75,000	75,000	75,000	375,000
Storm Drain Replacement	PW-1415-02	2				30,000		30,000
Ocean Ave Utility Undergrounding	PW-1415-04	3				100,000		100,000
<b>Measure D Total</b>			<b>1,399,000</b>	<b>1,319,800</b>	<b>1,361,800</b>	<b>1,375,800</b>	<b>1,301,800</b>	<b>6,758,200</b>

### Prior Year Surplus

Forest Theater Renovation	FAC-1213-21	1	396,500					396,500
Sunset Center Railing Replacement	FAC-1314-03	1	14,000					14,000
Tennis Court Renovation	FPB-1112-03	1	55,000					55,000
Beach Stair Maintenance	FPB-1213-01	1	24,000					24,000
Scenic Rd. Restrooms	FPB-1213-06	3	675,000					675,000
4th Avenue Irrigation Meter	FPB-1314-01	3	16,100					16,100
Dunes Habitat Restoration	FPB-1314-02	3	24,500					24,500
Shoreline Assessment and Implementation	FPB-1314-04	2	20,000					20,000
Mission Trail Entrance	FPB-1314-05	2	7,000					7,000
Park Branch Basement Restoration	LIB-1314-02	1	5,500					5,500
<b>Prior Year Surplus Total</b>			<b>1,237,600</b>					<b>1,237,600</b>

### Road Impact Fund

Street and Road Projects	PW-1112-01	1	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>Road Impact Fund Total</b>			<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,000,000</b>

### SCC Retainage

Sunset Center Roof Repairs	FAC-1213-11	1	75,352					75,352
<b>SCC Retainage Total</b>			<b>75,352</b>					<b>75,352</b>

### Traffic Safety

Street and Road Projects	PW-1112-01	1	150,000	150,000	150,000	150,000	150,000	750,000
<b>Traffic Safety Total</b>			<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>750,000</b>

### Unfunded

Piccadilly Park Restroom Improvements	FAC 1415-02	2		30,000				30,000
Sunset Center Ramp Construction	FAC 1415-05	2		25,000				25,000
Forest Theater Renovation	FAC-1213-21	1			2,000,000			2,000,000
Scout House Renovations	FAC-1314-02	3			350,000			350,000
MTNP Vegetation Management (goats)	FPB 1415-07	2		10,000				10,000
MTNP Invasive Tree Management	FPB 1415-08	2		15,000				15,000

<b>Source</b>	<b>Project #</b>	<b>Urgency</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Digital Tree Database	FPB 1415-11	2		6,500				6,500
Urban Forest Rehabilitation	FPB 1415-12	2		5,000				5,000
Beach Stair Maintenance	FPB-1213-01	1		24,000				24,000
Beach Fire Baskets	FPB-1213-04	3		7,500				7,500
Waterfront Area Signs	FPB-1213-08	3		10,000				10,000
Dunes Habitat Restoration	FPB-1314-02	3		16,000	16,000	19,000	19,000	70,000
Shoreline Assessment and Implementation	FPB-1314-04	2		15,000	10,000		0	25,000
Trash Can Refurbishment and Replacement	FPB-1314-06	4		15,000				15,000
Ocean Avenue to Torres Utility Undergrounding	PW 1415-06	4					840,000	840,000
Bikeway Projects	PW-1314-01	3		140,000	140,000	140,000	140,000	560,000
Storm Drain Replacement	PW-1415-02	2		70,000				70,000
<b>Unfunded Total</b>				<b>389,000</b>	<b>2,516,000</b>	<b>159,000</b>	<b>999,000</b>	<b>4,063,000</b>
<b>GRAND TOTAL</b>			<b>4,524,330</b>	<b>3,859,028</b>	<b>5,007,800</b>	<b>2,716,300</b>	<b>3,922,300</b>	<b>20,029,758</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Administrative Services

## City of Carmel-by-the-Sea, CA

**Contact** Admin Srvs Director

**Project #** ASD-1415-01

**Type** Equipment

**Project Name** IT Strategic Plan - Phase 1

**Useful Life** 8 years

**Category** Equipment: Computers

**Account #:**

**Urgency** 1 Critical

**Policy Plan:** IT Strategic Plan

**Total Project Cost:** \$326,500

### Description

This Capital Project is the Phase I implementation of the 2013-2017 Information Technology Strategic Plan. The encompasses four key projects that lead to the fulfillment of the Plan's short and long range objectives as detailed in the Strategic Plan.

The four projects undertaken in Phase I are website updates (Online City Hall initiative), ERP upgrades, including HR/PR system, Financial System Upgrade, Legislative Management Suite, and Permit Tracking software (ERP initiative), infrastructure upgrades of software and hardware (Security Plan initiative), and Public Safety upgrades related to hardware and software for communications and the Emergency Operations Center (EOC) (Business Continuity and Disaster Recovery initiative). The emphasis in implementing the Plan will be on cloud-based solutions.

### Justification

Implementing Phase I of the City Council approved 2013-2017 Information Technology Strategic Plan and the 2014 Key Initiative to implement Phase I of the Information Technology Strategic Plan.

Individually, the projects are justified by the following:

#### 1. Financial System Upgrade

The existing accounting software is no longer being upgraded. The City continues to receive some support but the underlying software code is outdated. While it completes tasks that have been historically needed by the City (pays bills, makes deposits, keeps a basic set of books from which financial statements can be prepared, etc.), its structure is antiquated and does not provide City staff the ability to "slice and dice" our database to facilitate, collect and analyze information to make informed decisions more efficiently.

A new system would have, among other things (1) the ability to be accessed remotely, (2) the ability to produce many more reports, along with the ability to design new reports, as needed, (3) the ability to keep track of City projects more effectively, (4) the ability to internally produce GASB 34 compliant financial statements, (5) the ability to integrate a document management system, (6) the ability to integrate with a complete Human Resources module with "self-serve" web portal access to City staff, (7) have a purchase order system that requires multi-level approval so that budget line items are not exceeded, among many other benefits.

A new financial software system would address organizational performance through a structure that is responsive to meeting internal operational needs and objectives and the delivery of high-quality customer service by implementing (1) a rigid purchase order system that is budget-constrained and requires multiple levels of approval authority, (2) a system that can be accessed remotely by staff to assist customers/citizens with issues, and (3) a reporting system that would best suit the needs of City leaders and staff by providing information that is more complete and more timely than is currently possible.

#### 2. Human Resources/Payroll System

Currently one City employee spends between 10-12 hours per month in processing payroll and performing basic human resource, benefits reporting and administration. The amount of customer service given to employees is minimal. Additionally, department directors are responsible for supplying spreadsheet based timecards that need to be manually entered into the current payroll system, introducing the possibility of errors. The current system has minimal reporting capabilities. The new system will have the ability to perform HR analytics and assist departments with workforce management and planning.

#### 3. Website Update

Provide better service to the world and the citizens of Carmel-by-the-Sea. The present website does not have the latest technology of social networking. This addition would make the website more user friendly and would improve emergency preparedness. The website would create an environment that will allow for simpler and cost effective updates.

#### 4. Legislative Management Suite

The implementation of a legislative management suite to bring automation, workflow management and document management to Council agenda arena. Assists the City to become more streamlined and more transparent.

The City's 2013 adopted objectives of Organizational Effectiveness and Fiscal Stability are both addressed via streamlining processes and providing more transparent processes. This type of system assists in streamlining processes by (1) providing remote access, (2) providing the ability to make online annotations and approvals of legislative documents, (3) providing automatic tagging and indexing of legislative documents, (4) reducing paper consumption, (5) and providing the ability for continuous workflow between Council sessions.

This type of system would also help with making the City's processes more transparent to the public by providing more automated public records access and an easy to use, self serve, online legislative portal for the public.



**FY 2014-2015 Projects**

Data in Year '14/'15

**Department** Administrative Services

**City of Carmel-by-the-Sea, CA**

**Contact** Admin Srvs Director

**5. Infrastructure Hardware and Software**

In general, this equipment is required in order to implement the move from terrestrial-based computing to cloud-based computing. For efficient and effective implementation of cloud-based services, switches will need to have throughput at the 1Gb/sec rate, an upgrade from the current 50-100 Mb/sec. Moving to this throughput will also be sufficient to support the move from existing telephone system to Voice over IP (VOIP) technology in the future should it be implemented in the future.

Phase I also includes needed updates to the Police Department technology in support of the EOC and key police systems:

**6. Net Motion - Police Department**

Implementation will allow officers to better access information in our data systems while in the field. Having officers able to constantly access information in the field will produce a more efficient work force.

**7. PSAP - Police Department**

The system will allow a 911 dispatcher to be on scene in the EOC improving communication and service during emergency situations as well as providing flexibility to move the EOC per the EOP.

**8. JEI Recorder - Police Department**

This is an essential part of the dispatch center and a working recorder is needed at times to obtain vital information from callers as well as when requested by the courts during criminal trials

Phase 1 may also include new departmental software that supports the ERP initiative:

**9. Permit Tracking Software - Community Planning & Building**

Planning permits are currently tracked through an outdated Microsoft Access program. Building permits are tracked through an Excel spreadsheet but all permit inspections and actual permits are prepared on a typewriter. Having an updated software system will improve customer service and enable staff to be more efficient, eliminate the need for antiquated equipment, and improve tracking and reporting.

**10. Digital Tree Database**

A digital tree inventory will allow staff to easily track tree removals, tree plantings, individual tree work histories by staff and contractors, and program future maintenance efforts. In the past Carmel's lack of street address has been an obstacle for utilizing tree management software products. With the advent of digital mapping and more precise GPS products, a specific street address is no longer required. The City's current grid pruning contractor has a free software product available to Carmel, but mapping the trees in the field is an expense.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Computer Software/Hardware	307,000	6,500	6,500	6,500		326,500
<b>Total</b>	<b>307,000</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>		<b>326,500</b>
<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	267,000	6,500	6,500	6,500		286,500
Measure D	40,000					40,000
<b>Total</b>	<b>307,000</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>		<b>326,500</b>

**Budget Impact/Other**

Phase I will draw mainly from General Fund revenues (\$260,500 in FY14-15) with some Measure D revenue (\$40,000 in FY14-15)

<b>Budget Items</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Subscription Fees		29,600	29,600	29,600	29,600	118,400
<b>Total</b>		<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>118,400</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Library & Community Activiti

## City of Carmel-by-the-Sea, CA

**Contact** Library Director

<b>Project #</b>	<b>LIB-1314-01</b>
<b>Project Name</b>	<b>Park Branch Library Book Return</b>

**Type** Equipment

**Useful Life** 25 years

**Category** Equipment: Miscellaneous

**Urgency** 3 Important

**Account #:** 13-88776

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$7,500

<b>Description</b>
This project involves replacing the book return in the Park Branch library parking lot with a new unit that includes a lighter interior transport cart with caster wheels and an ergonomically designed handle.

<b>Justification</b>
The interior steel transport cart of the present book return weighs approximately 100 pounds unloaded and its wheels do not swivel. The distance from the book return to the building is 105 feet; it is necessary to pull the cart around a corner to get to the building entrance. New transport carts are constructed from aluminum and weigh approximately 44 pounds. The design of the cart eliminates the need for hunching over to lift materials, the wheels swivel to turn corners easily, and it features an ergonomically designed wide handle. Employees will be able to transport heavy loads without physical strain or injury.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	7,500					7,500
<b>Total</b>	<b>7,500</b>					<b>7,500</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Donor Opportunity	7,500					7,500
<b>Total</b>	<b>7,500</b>					<b>7,500</b>

<b>Budget Impact/Other</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Safety: Ambulance

## City of Carmel-by-the-Sea, CA

**Contact** Public Safety Director

<b>Project #</b>	<b>AMB-1314-01</b>
<b>Project Name</b>	<b>Hydraulic Stretcher</b>

**Type** Equipment

**Useful Life** 10 years

**Category** Equipment: Miscellaneous

**Urgency** 2 Very Important

**Account #:**

**Policy Plan:** Emergency Operation Plan

**Total Project Cost:** \$17,142

Description
Upgrade current Stryker Cot with the Stryker Power Pro XT for emergency medical transports.

Justification
The Stryker Power-Pro XT provides greater safety to EMS/Fire personnel when moving and transporting patients in and out of the ambulance and raising patients from ground level to load level when moving from the scene to the ambulance. The hydraulic system dramatically reduces strenuous lifting and the associated risk of back injury to personnel.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Equip/Vehicles/Furnishings	17,142					17,142
<b>Total</b>	<b>17,142</b>					<b>17,142</b>

Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
GF: Capital Improvements	17,142					17,142
<b>Total</b>	<b>17,142</b>					<b>17,142</b>

Budget Impact/Other

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Safety: Fire  
**Contact** Public Safety Director  
**Type** Equipment  
**Useful Life** 15 years  
**Category** Vehicles  
**Urgency** 1 Critical

## City of Carmel-by-the-Sea, CA

**Project #** FIRE-1112-03  
**Project Name** Fire Engine Lease Purchase (09/10)

**Account #:** 13-88823  
**Policy Plan:** Vehicle Replacement

**Total Project Cost:** \$352,760

**Description**  
 Lease payment for Fire engine purchased in FY 09/10. Final payment is scheduled for July 1, 2015.

**Justification**

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
211,656	Equip/Vehicles/Furnishings	70,552	70,552				141,104
<b>Total</b>	<b>Total</b>	<b>70,552</b>	<b>70,552</b>				<b>141,104</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
211,656	GF: Capital Improvements	70,552	70,552				141,104
<b>Total</b>	<b>Total</b>	<b>70,552</b>	<b>70,552</b>				<b>141,104</b>

**Budget Impact/Other**  
 Some additional maintenance and fuel costs.

Prior	Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
45,000	Maintenance	15,000	15,000	15,000	15,000	15,000	75,000
<b>Total</b>	<b>Total</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>75,000</b>

# FY 2014-2015 Projects

Data in Year '14/'15

## City of Carmel-by-the-Sea, CA

**Department** Safety: Police  
**Contact** Public Safety Director  
**Type** Equipment  
**Useful Life** 10 years  
**Category** Vehicles  
**Urgency** 2 Very Important

**Project #** POL-1314-01  
**Project Name** Parking Scooter

**Account #:** 13-88531

**Policy Plan:** Parking Management Plan

**Total Project Cost:** \$40,184

**Description**  
 Replacement of the GO-4, Model BT-57, Three Wheel scooter with a four cylinder engine. The vehicle is gas powered and is equipped with an automatic transmission. The replacement is necessary due to the vehicle being ten years old and the amount of mileage and wear and tear on the vehicle. The replacement of this vehicle is part of the parking management plan.

**Justification**  
 This request is to replace vehicle C-11 which was purchased in 2002 and is well beyond the five year limit. The vehicle currently has over 39,000 miles on its odometer. Because of its age and condition, a significantly greater chance of mechanical breakdown requiring costly repair can be anticipated in the not too distant future. Replacement of this vehicle will continue our policy of rotating vehicles before they become too costly to maintain and is part of the city's vehicle replacement plan.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	40,184					40,184
<b>Total</b>	<b>40,184</b>					<b>40,184</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	40,184					40,184
<b>Total</b>	<b>40,184</b>					<b>40,184</b>

**Budget Impact/Other**

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Safety: Police  
**Contact** Public Safety Director  
**Type** Equipment  
**Useful Life** 5 years  
**Category** Vehicles  
**Urgency** 2 Very Important

## City of Carmel-by-the-Sea, CA

**Project #** POL-1314-02  
**Project Name** Patrol Vehicles

**Account #:**

**Policy Plan:** Vehicle Replacement

**Total Project Cost:** \$433,000

**Description**  
 Dodge Charger Police Vehicle with automatic transmission and V-8 package: prisoner partition, double vertical gun locks, Rhino push bumper, prisoner seat, Whelan emergency light bar, lights and siren controller, siren speaker/bracket assembly, headlight flasher, center console, strobe power supply and strobe tubes, L-3 video system and mobile data terminal (MDT).

**Justification**  
 Patrol vehicles after five years of service have generally reached the 80,000 mile mark and are in need of replacement. At this age and with the accumulation of miles, a significantly greater chance of mechanical breakdown requiring costly repairs can be anticipated if vehicles are allowed to go beyond their usefulness. Replacement of vehicles will continue the City's commitment to replace vehicles after five years of service so they don't become too costly to maintain.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	89,000	56,000	93,000	130,000	65,000	433,000
<b>Total</b>	<b>89,000</b>	<b>56,000</b>	<b>93,000</b>	<b>130,000</b>	<b>65,000</b>	<b>433,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	89,000	56,000	93,000	130,000	65,000	433,000
<b>Total</b>	<b>89,000</b>	<b>56,000</b>	<b>93,000</b>	<b>130,000</b>	<b>65,000</b>	<b>433,000</b>

**Budget Impact/Other**  
 Cost for patrol vehicles include a 3-5% cost increase per year.  
 2014-2015: two vehicles totaling \$89,000: a patrol vehicle (\$54,000) and an admin/detective vehicle (\$35,000).  
 2015-2016: one patrol vehicle (\$56,000).  
 2016-2017: two vehicles totaling \$93,000: a patrol vehicle (\$63,000) and school vehicle (\$30,000).  
 2017-2018: \$130,000 for two patrol vehicles (\$65,000 each).  
 2018-2019: one patrol vehicle (\$65,000).

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Safety: Police  
**Contact** Public Safety Director  
**Type** Equipment  
**Useful Life** 10 years  
**Category** Equipment: Computers  
**Urgency** 4 Less Important

## City of Carmel-by-the-Sea, CA

**Project #** POL-1314-03  
**Project Name** GPS & License Plate Recognition

**Account #:**

**Policy Plan:** Parking Management Plan

**Total Project Cost:** \$104,176

**Description**

Global Positioning System (GPS) and License plate Recognition (LPR) parking enforcement to be installed in G0-4 police parking unit. The purchase of this equipment is part of the Parking Management Plan.

**Justification**

Technology using Global Positioning System (GPS) and License Plate Recognition (LPR) image capture has been developed for the purpose of parking enforcement. The city purchased a unit in 2008 and requested purchasing an additional unit. Acquiring an additional unit will reduce likelihood of workers' compensation claims related to parking enforcement duties and increase parking enforcement. This item has been moved from 14/15 to 15/16 based on the direction identified during the Parking Management Study.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	104,176					104,176
<b>Total</b>	<b>104,176</b>					<b>104,176</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	104,176					104,176
<b>Total</b>	<b>104,176</b>					<b>104,176</b>

**Budget Impact/Other**

# FY 2014-2015 Projects

Data in Year '14/'15

## City of Carmel-by-the-Sea, CA

**Department** Safety: Police  
**Contact** Public Safety Director  
**Type** Equipment  
**Useful Life** 5 years  
**Category** Vehicles  
**Urgency** 1 Critical

**Project #** POL-1314-05  
**Project Name** Kenwood Radio Purchase & Encryption

**Account #:** 13-88539

**Policy Plan:** Emergency Operation Plan

**Total Project Cost:** \$104,000

**Description**  
 Encryption is the blocking of radio transmissions through a system that scrambles the signal so people with scanners cannot listen to police traffic. Encryption has been adopted as part of the county NGEN project. The encryption would be installed in 50 department radios to include, patrol handhelds, vehicles, dispatch, and EOC stations. Without encryption we will not be able to communicate with other agencies.

**Justification**  
 Encryption of the radios is necessary to maintain communication with all of the other agencies in our county. Without encryption we will not be able to hear or talk to any other agencies. Encryption will be required by 2015.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
32,000	Equip/Vehicles/Furnishings	72,000					72,000
<b>Total</b>	<b>Total</b>	<b>72,000</b>					<b>72,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
32,000	Measure D	72,000					72,000
<b>Total</b>	<b>Total</b>	<b>72,000</b>					<b>72,000</b>

**Budget Impact/Other**



# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Safety: Police  
**Contact** Public Safety Director  
**Type** Equipment  
**Useful Life** 10 years  
**Category** Equipment: Miscellaneous  
**Urgency** 2 Very Important

## City of Carmel-by-the-Sea, CA

**Project #** POL-1415-04  
**Project Name** Parking Management Solution

**Account #:** 13-88540

**Policy Plan:** Parking Management Plan

**Total Project Cost:** \$725,000

**Description**  
 Update parking environmental and management study for the City of Carmel as identified as a City Council key initiative to implement a parking management plan.

**Justification**  
 The Walker Study was completed during the 13/14 budget year as part of the Key Initiative (Parking Management Plan). This project calls for an update of a parking management program for the City. Funding in 2014-2015 for a project identified in the planning process.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
25,000	Equip/Vehicles/Furnishings	369,824	330,176				700,000
<b>Total</b>	<b>Total</b>	<b>369,824</b>	<b>330,176</b>				<b>700,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
25,000	GF: Capital Improvements	136,824	330,176				467,000
	Measure D	233,000					233,000
<b>Total</b>	<b>Total</b>	<b>369,824</b>	<b>330,176</b>				<b>700,000</b>

**Budget Impact/Other**  
 Budget impacts are to be determined depending on the identified Phase II project, if any.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Public Works

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	CPB-1213-02
<b>Project Name</b>	Del Mar Pathway

**Type** Improvement

**Useful Life** 15 years

**Category** Beach

**Urgency** 2 Very Important

**Account #:** 13-88405

**Policy Plan:** Del Mar master Plan

**Total Project Cost:** \$250,000

Description
The City received a \$250,000 grant from the Coastal Conservancy for the implementation of the Del Mar Master Plan. The plan has been implemented and is near completion. In the first phase of the project a pathway was constructed along San Antonio Avenue connecting Ocean and 4th Avenues. The second phase of the project would place a pathway on the beach connecting the Del Mar parking area to 8th Avenue (see FPB1415-04) and will utilize the remaining \$60,000 of grant funds allocated toward this project.

Justification
The Del Mar Master Plan encourages improving pedestrian circulation between the north end of the Beach Bluff Pathway at 8th Avenue and the Del Mar Avenue parking lot. The City will explore options for additional grant funding, but may be required to draw from the General Fund.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
190,000	Construction/Maintenance	60,000					60,000
<b>Total</b>	<b>Total</b>	<b>60,000</b>					<b>60,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
190,000	Grants	60,000					60,000
<b>Total</b>	<b>Total</b>	<b>60,000</b>					<b>60,000</b>

Budget Impact/Other
Ongoing budget impacts would be maintenance and repair pathways and walkways.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Public Works

## City of Carmel-by-the-Sea, CA

**Contact** Public Svcs Dir.

<b>Project #</b>	<b>PW-1112-01</b>
<b>Project Name</b>	<b>Street and Road Projects</b>

**Type** Improvement

**Useful Life** 25 years

**Category** Street Reconstruction

**Urgency** 1 Critical

**Account #:** 13-89585

**Policy Plan:** Pavement Management Plan

**Total Project Cost:** \$6,057,600

Description
This project involves the patching and overlay of various street identified within the Nichols Pavement Management Study (2013) based on the street's condition, as determined by its Pavement Condition Index (PCI). This assumes \$814,000 annually for maintenance to maintain an average PCI of 63.

Justification
The street improvement priorities represent data from the Nichols Pavement Study, analysis and observation from Neill Engineers and recommendations from Public Services staff. Cost estimates range from \$3.00 per square foot for a two-inch thick asphalt overlay to \$22.00 per square foot for a seven-inch thick concrete pavement repair section plus 20% for engineering and contingencies.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
1,282,400	Planning/Design	162,800	162,800	162,800	162,800	162,800	814,000
	Construction/Maintenance	705,200	814,000	814,000	814,000	814,000	3,961,200
<b>Total</b>	<b>Total</b>	<b>868,000</b>	<b>976,800</b>	<b>976,800</b>	<b>976,800</b>	<b>976,800</b>	<b>4,775,200</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
1,282,400	Measure D	518,000	626,800	626,800	626,800	626,800	3,025,200
	Road Impact Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
	Traffic Safety	150,000	150,000	150,000	150,000	150,000	750,000
<b>Total</b>	<b>Total</b>	<b>868,000</b>	<b>976,800</b>	<b>976,800</b>	<b>976,800</b>	<b>976,800</b>	<b>4,775,200</b>

Budget Impact/Other
It costs less to maintain a street in good condition than to repair a street that has failed. Funding for preventative maintenance helps reduce the costs associated with deferred maintenance of roads.

Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Staff Cost	15,000	15,000	15,000	15,000	15,000	75,000
Supplies/Materials	5,000	5,000	5,000	5,000	5,000	25,000
<b>Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>100,000</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Public Works

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** PW-1314-01  
**Project Name** Bikeway Projects

**Type** Improvement

**Useful Life** 20 years

**Category** Street Construction

**Urgency** 3 Important

**Account #:** 13-89587

**Policy Plan:** Circulation Element

**Total Project Cost:** \$610,000

**Description**

The Transportation Agency for Monterey County prepared the Bicycle and Pedestrian Master Plan in 2011 identified twelve bikeway projects, or six miles of bikeway improvements costing approximately \$700,000. An updated gap analysis was produced in 2014 connecting Carmel to the regional system of bicycle and pedestrian trails and will be incorporated into the Bicycle Plan and Regional Transportation Plan.

**Justification**

The Circulation Element of the General Plan, Policy 02-6, directs the City to promote and participate in alternative transportation programs. The City may undertake improvements to identified bikeway projects while exploring the development of additional bikeways. In 2014 the Trails Ad Hoc Committee of the City Council developed a segment list.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Planning/Design	30,000					30,000
Construction/Maintenance	20,000	140,000	140,000	140,000	140,000	580,000
<b>Total</b>	<b>50,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>610,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Measure D	50,000					50,000
Unfunded		140,000	140,000	140,000	140,000	560,000
<b>Total</b>	<b>50,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>140,000</b>	<b>610,000</b>

**Budget Impact/Other**

Environmental review will be required for the development of bikeway paths. Once developed, new bikeway paths will increase the number of miles needing to be maintained by City staff.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Public Works

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>PW-1415-01</b>
<b>Project Name</b>	<b>Sidewalk Repair</b>

**Type** Maintenance

**Useful Life** 15 years

**Category** Street Paving

**Urgency** 1 Critical

**Account #:**

**Policy Plan:** Circulation Element

**Total Project Cost:** \$375,000

Description
This project involves the removal and replacement of existing sidewalk, including the replacement of existing pavement with permeable pavers as applicable.

Justification
Replacement increases the safety of pedestrians, improves water retention and improves the aesthetics of sidewalks in the business/commercial district.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Planning/Design	11,250	11,250	11,250	11,250	11,250	56,250
Construction/Maintenance	63,750	63,750	63,750	63,750	63,750	318,750
<b>Total</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>

Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total	Future
Measure D	75,000	75,000	75,000	75,000	75,000	375,000	0
<b>Total</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>	<b>Total</b>

Budget Impact/Other
Replacement of existing sidewalk reduces the cost to maintain and repair aging sidewalk and reduces potential liability from trip and fall claims.

Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Staff Cost	0	0	0	0	0	0
Supplies/Materials	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Public Works

## City of Carmel-by-the-Sea, CA

**Contact** Public Svcs Dir.

<b>Project #</b>	<b>PW-1415-05</b>
<b>Project Name</b>	<b>Ocean Ave. Median</b>

**Type** Improvement

**Useful Life** 10 years

**Category** Park Improvements

**Urgency** 3 Important

**Account #:**

**Policy Plan:** Capital Improvement Plan

**Total Project Cost:** \$25,000

<b>Description</b>
This project involves design, public approval, and installation of median lighting on Ocean Avenue.

<b>Justification</b>
The City Council policy, action, and discussions have sought to address the appropriate type and level of lighting on the Ocean Avenue median. This project will enable a lighting design consultant to develop a lighting plan for consideration by the City.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Planning/Design	7,500					7,500
Construction/Maintenance	17,500					17,500
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

<b>Budget Impact/Other</b>
There will be electricity and maintenance costs but it is undetermined at this point if the costs will be higher or lower than the current costs.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities  
**Contact** Comm. Planning & Bldg Dir  
**Type** Improvement  
**Useful Life** 25 years  
**Category** Unassigned  
**Urgency** 5 Future Consideration

## City of Carmel-by-the-Sea, CA

**Project #** CPB-1314-01  
**Project Name** Water Conservation Projects

**Account #:** 13-88410

**Policy Plan:** Water Conservation Plan

**Total Project Cost:** \$30,000

### Description

In 2011 the City Council adopted a Water Conservation Plan. The purpose of the plan is to assess the City's current water usage and identify opportunities for water conservation projects. Projects may include retrofitting City facilities and irrigation systems, public outreach and the construction of rain harvesting systems. The City would first seek out grants as a potential source of funding.

### Justification

In October, 2009 the State Water Control Resources Board issued a Cease and Desist Order requiring that Cal-Am cease its unauthorized diversions by December 31, 2016. With the unresolved issues related to finding a regional water solution, it is important that the City of Carmel-by-the-Sea be proactive in determining how to prepare for a restricted water supply in the future.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Construction/Maintenance	10,000	10,000	10,000			30,000
<b>Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>			<b>30,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
10,000	Grants	10,000	10,000				20,000
<b>Total</b>	<b>Total</b>	<b>10,000</b>	<b>10,000</b>				<b>20,000</b>

### Budget Impact/Other

New water projects may require regular maintenance and repair.

**Prior**

0

**Total**

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FAC 1415-02  
**Project Name** Piccadilly Park Restroom Improvements

**Type** Improvement

**Useful Life** 15 years

**Category** Buildings

**Urgency** 2 Very Important

**Account #:**

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$40,000

**Description**

This project involves improving the accessibility to the Piccadilly Park public restroom.

**Justification**

Piccadilly Park is a corner park in the business district and the project would enhance the accessibility of the restroom for residents and visitors. Recommended in 2013 Facility Assessment Report.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Planning/Design	10,000					10,000
Construction/Maintenance		30,000				30,000
<b>Total</b>	<b>10,000</b>	<b>30,000</b>				<b>40,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Measure D	10,000					10,000
Unfunded		30,000				30,000
<b>Total</b>	<b>10,000</b>	<b>30,000</b>				<b>40,000</b>

**Budget Impact/Other**

Minimal to no impact on annual budget.



# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FAC 1415-03  
**Project Name** Sunset Center Lighting Console

**Type** Equipment

**Useful Life** 10 years

**Category** Equipment: Miscellaneous

**Urgency** 1 Critical

**Account #:**

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$25,000

**Description**

Replacement of existing lighting console that has passed end of its expected lifespan, does not operate with current technology standards, and has demonstrated critical hardware malfunctions interrupting shows in progress. The purchase of a new console is needed as soon as possible to ensure basic theatrical lighting needs are met, and our ability to support modern lighting needs requested by clients.

**Justification**

Page 18, Section 7.1 of the Operating Agreement calls for this project to be a City responsibility. Current equipment is in the tenth year of use, at the end of its expected life span of 7 to 10 years; Impractical to repair or maintain; At risk for unpredictable system crashes at any time before or during a production; Uses an old floppy disk drive that is difficult to operate, program, and backup information; Uses an older Net 1 protocol vs. the current Net 2 protocol, and is not capable of operating intelligent or moving fixtures that some productions require.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

**Budget Impact/Other**

Sunset Center Theater remains at risk of losing a production with the next system crash. Failure of current board would result in costly rental in the amount of \$400 for each production or \$3,000 per month. Sunset Center Theater will continue to operate with outdated and less desirable technology, while not being able to accommodate lighting requirements for many of our users and growing network of clients.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Svcs Dir.

<b>Project #</b>	<b>FAC 1415-05</b>
<b>Project Name</b>	<b>Sunset Center Ramp Construction</b>

**Type** Improvement

**Useful Life** 20 years

**Category** Buildings

**Urgency** 2 Very Important

**Account #:**

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$35,000

<b>Description</b>
Construct a ramp to serve as a pedestrian walkway from the Mission Street sidewalk to Carpenter Hall. This walkway would provide ease of access for all users of the facility including those with wheelchairs, walkers, or other physical challenges

<b>Justification</b>
Carpenter Hall is not ADA accessible from Mission Street. The project would address needs of the public and bring this facility into compliance. ADA access to Carpenter Hall is currently only available from the exterior of the building near the north parking lot. All access from Mission Street and from inside the building are limited to stairs only. Recommended in 2013 Facility Assessment Report.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Planning/Design	10,000					10,000
Construction/Maintenance		25,000				25,000
<b>Total</b>	<b>10,000</b>	<b>25,000</b>				<b>35,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Measure D	10,000					10,000
Unfunded		25,000				25,000
<b>Total</b>	<b>10,000</b>	<b>25,000</b>				<b>35,000</b>

<b>Budget Impact/Other</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FAC-1213-01</b>
<b>Project Name</b>	<b>PD/PW Roof/Patio Replacement</b>

**Type** Improvement

**Useful Life** 25 years

**Category** Buildings

**Urgency** 1 Critical

**Account #:** 13-89431-0001

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$5,575,000

<b>Description</b>
This project is the replacement of the water proof membrane and concrete roof/patio structure at the front of the Police Department and over the Public Works garage/shop.

<b>Justification</b>
This item has long been identified as a necessary and paramount matter for repairs. The existing structure is riddled with leaks that have rusted and deteriorated the reinforcing steel within the slab/roof. The structure is a vital building housing all of the Public Works equipment and personnel.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total	Future
Planning/Design	75,000					75,000	5,000,000
Construction/Maintenance			500,000			500,000	
<b>Total</b>	<b>75,000</b>		<b>500,000</b>			<b>575,000</b>	<b>Total</b>

Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total	Future
Measure D	75,000		500,000			575,000	5,000,000
<b>Total</b>	<b>75,000</b>		<b>500,000</b>			<b>575,000</b>	<b>Total</b>

<b>Budget Impact/Other</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FAC-1213-08

**Type** Maintenance

**Project Name** Sunset Center Wood Patio Stage Replacement

**Useful Life** 25 years

**Category** Buildings

**Account #:** 13-88691

**Urgency** 3 Important

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$10,000

### Description

Replace the existing wood stage located outside the Bingham/Chapman rooms on the exterior patio area.

### Justification

The existing stage is approximately 30 years old and is rotted and deteriorated beyond repair. It is used regularly by occupants of the complex for rehearsals and performances on the patio. It is an integral part of the complex.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Construction/Maintenance	10,000					10,000
<b>Total</b>	<b>10,000</b>					<b>10,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Donor Opportunity	10,000					10,000
<b>Total</b>	<b>10,000</b>					<b>10,000</b>

### Budget Impact/Other

Current maintenance has become a patch and repair matter as needed. Future maintenance would be less the first few years of use and then handled through regular maintenance by City staff.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Svcs Dir.

**Project #** FAC-1213-10  
**Project Name** Sunset Center Planter Re-construction

**Type** Improvement

**Useful Life** 25 years

**Category** Buildings

**Urgency** 2 Very Important

**Account #:** 13-88695

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$27,000

**Description**

This project includes the repair/replacement of the planters and paver walkway at the main entrance to the Sunset offices off San Carlos. It also includes the removal and replacement of the stone planters that have deteriorated over time and have been displaced by tree roots outside the Carpenter Hall area at the Mission side entrance and the Cottage 16 area on Mission Street near 10th Avenue.

**Justification**

The stone entry planters have deteriorated with age and the tree roots have created an uneven walking surface necessitating attention. Full replacement/repair to bring the entry to new standards is recommended.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Construction/Maintenance	27,000					27,000
<b>Total</b>	<b>27,000</b>					<b>27,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	27,000					27,000
<b>Total</b>	<b>27,000</b>					<b>27,000</b>

**Budget Impact/Other**

Future maintenance would be substantially reduced and would fall under regular maintenance schedules in the current budgeted account.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FAC-1213-11  
**Project Name** Sunset Center Roof Repairs

**Type** Maintenance

**Useful Life** 25 years

**Category** Buildings

**Urgency** 1 Critical

**Account #:** 13-88697

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$75,352

**Description**

The project proposal includes an infra-red analysis of the affected areas to determine the extent of the leaking. A roofing contractor would then remove roofing materials, make the necessary repairs and re-roof the affected area. Staff is aware of all the leaking areas and will supervise the project closely. The project would include downspout and gutter repairs.

**Justification**

Multiple roof leaks exist in the Sunset Center; analysis is needed to determine if it is a design or construction flaw. Water leakage could result in further internal damage to the facility.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Construction/Maintenance	75,352					75,352
<b>Total</b>	<b>75,352</b>					<b>75,352</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
SCC Retainage	75,352					75,352
<b>Total</b>	<b>75,352</b>					<b>75,352</b>

**Budget Impact/Other**

With the leaks repaired the interior damage would cease. Future maintenance would be reduced. It is expected that the project would not exceed the amount proposed.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FAC-1213-21</b>
<b>Project Name</b>	<b>Forest Theater Renovation</b>

**Type** Improvement

**Useful Life** 20 years

**Category** Buildings

**Urgency** 1 Critical

**Account #:** 13-89676

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$3,546,500

Description
Broadly defined, the scope of work includes: 1) demolition and reconstruction of all of the stage area except the existing understage concrete structure which currently houses the Children's Experimental Theater, dressing rooms, storage space, etc.; 2) demolition and reconstruction of the audience seating area; 3) demolition and reconstruction of a show production booth; 4) demolition and reconstruction of the concession building, restrooms, box office, and pathways to the various buildings, audience seating, and stage so all are ADA compliant; and 5) demolition and reconstruction of the parking area.

Justification
Based on a site inspection, the Building Official determined the Theater to be potentially unsafe and dangerous, in accordance with the provisions of the International Property Maintenance Code. A brief description of the conditions found: 1. Structural hazards on stage and surrounding set walls; 2. Numerous hazardous electrical issues throughout; 3. Inadequate exiting; 4. Inadequate lighting; and 5. Inadequate disabled access elements.
FY14-15 portion of the project involves using an Architectural / Engineering (AE) firm to design, prepare plans, specifications, and estimates (construction documents) for the Forest Theater Renovations project to address identified building deficiencies in order to reoccupy the Theatre.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
20,000	Construction/Maintenance	576,500	950,000	2,000,000			3,526,500
<b>Total</b>	<b>Total</b>	<b>576,500</b>	<b>950,000</b>	<b>2,000,000</b>			<b>3,526,500</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
20,000	Donor Opportunity		475,000				475,000
<b>Total</b>	Forest Theater	90,000					90,000
	Grants	90,000					90,000
	Measure D		475,000				475,000
	Prior Year Surplus	396,500					396,500
	Unfunded			2,000,000			2,000,000
	<b>Total</b>	<b>576,500</b>	<b>950,000</b>	<b>2,000,000</b>			<b>3,526,500</b>

Budget Impact/Other
None

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FAC-1314-01</b>
<b>Project Name</b>	<b>City Hall Renovations</b>

**Type** Improvement

**Useful Life** 10 years

**Category** Buildings

**Urgency** 3 Important

**Account #:** 13-89426

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$180,000

<b>Description</b>
This project involves fumigating City Hall, refinishing the redwood walls of the Council Chambers, cleaning the exterior of the building and replacing chairs in City Hall offices and Chambers.

<b>Justification</b>
Maintenance of City Hall Chambers is needed to preserve the building while new chairs are needed for City Hall Offices and Chambers to create comfortable seating for City staff and the public. The redwood walls were last sealed in 1985.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total	Future
Construction/Maintenance	20,000					20,000	150,000
Equip/Vehicles/Furnishings	10,000					10,000	
<b>Total</b>	<b>30,000</b>					<b>30,000</b>	<b>Total</b>

Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total	Future
Measure D	30,000					30,000	150,000
<b>Total</b>	<b>30,000</b>					<b>30,000</b>	<b>Total</b>

<b>Budget Impact/Other</b>
This involves a one-time cost associated with the purchase of new chairs and the cost of contractual services for renovations.



# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FAC-1314-03</b>
<b>Project Name</b>	<b>Sunset Center Railing Replacement</b>

**Type** Maintenance

**Useful Life** 10 years

**Category** Buildings

**Urgency** 1 Critical

**Account #:** 13-88693

**Policy Plan:**

**Total Project Cost: \$14,000**

<b>Description</b>
Repair or replace the railing located along the north service driveway of Sunset Center, adjacent to the City parking lot. Repair and restore the railing at the main entrance to the Center for Photographic Art, the Marjorie Evans Gallery/Sunset North Wing.

<b>Justification</b>
Existing railing is old, rusty, broken, unstable and potentially not within code requirements for height. Safety is a concern. Preservation of these architectural details of this historic building is also a concern.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Construction/Maintenance	14,000					14,000
<b>Total</b>	<b>14,000</b>					<b>14,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Prior Year Surplus	14,000					14,000
<b>Total</b>	<b>14,000</b>					<b>14,000</b>

<b>Budget Impact/Other</b>
There will be minimal costs associated with maintenance of the wrought iron railings once replaced.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FAC-1314-04  
**Project Name** Sunset Center Door Replacement

**Type** Maintenance

**Useful Life** 15 years

**Category** Buildings

**Urgency** 3 Important

**Account #:** 13-88698

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$35,000

**Description**

This project involves the installation of six new entry doors at the Sunset Center.

**Justification**

The current doors are showing signs of weathering and need replaced.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	35,000					35,000
<b>Total</b>	<b>35,000</b>					<b>35,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	35,000					35,000
<b>Total</b>	<b>35,000</b>					<b>35,000</b>

**Budget Impact/Other**

Maintenance costs are currently incurred to prevent the doors from leaking.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Services: Facilities

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** LIB-1314-02  
**Project Name** Park Branch Basement Restoration

**Type** Maintenance

**Useful Life** n/a

**Category** Buildings

**Urgency** 1 Critical

**Account #:** 13-88777

**Policy Plan:** Facilities Use Plan

**Total Project Cost:** \$85,000

**Description**

This project involves determining what would be necessary to get the Park Branch Library basement in usable condition, and potentially capturing and diverting the water from the underground stream underneath the basement for use by the City. The proposed cost is based upon possible interior waterproofing and other remediation costs.

**Justification**

The Park Branch Library basement constitutes over 1,000 square feet of unusable space. The French Drain underneath the building is backed up and that section of the building suffers from water intrusion in rainy weather. That section of the basement requires immediate remediation. It will be necessary to mitigate the water intrusion to make the environment safe and to prevent further deterioration of that section of the building.

The 2013-2014 phase of the project is to examine alternatives to solve and remediate the problem. The 2014-2015 phase includes remediation and a placeholder for repair. The repair placeholder was refined based on the findings from the 2013-2014 study.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Planning/Design	5,500					5,500
Construction/Maintenance	75,000					75,000
<b>Total</b>	<b>80,500</b>					<b>80,500</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Measure D	75,000					75,000
Prior Year Surplus	5,500					5,500
<b>Total</b>	<b>80,500</b>					<b>80,500</b>

**Budget Impact/Other**

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #**     **FPB 1415-04**  
**Project Name** **Del Mar Plan sidewalk replacement**

**Type** Improvement

**Useful Life** 20 years

**Category** Beach

**Urgency** 1 Critical

**Account #:**

**Policy Plan:** Del Mar master Plan

**Total Project Cost:** \$120,000

**Description**

Replacement of the existing asphalt sidewalks on the north and south sides of Ocean Ave. between San Antonio Ave. and Del Mar Ave. with permeable pavers

**Justification**

The new sidewalks will improve pedestrian safety and the appearance of the sidewalks and allow water to percolate into the soil. This sidewalk project is an implementation element of the parking policies and objectives in the Del Mar Master Plan. The sidewalk replacement project was a bid alternate for the Del Mar/Ocean Ave. parking and circulation improvement project, but was not implemented due to lack of funding. Partial grant funding from the Del Mar Master Plan improvements (CPB-1213-02) will be used for the sidewalk.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Construction/Maintenance	120,000					120,000
<b>Total</b>	<b>120,000</b>					<b>120,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Grants	60,000					60,000
Measure D	60,000					60,000
<b>Total</b>	<b>120,000</b>					<b>120,000</b>

**Budget Impact/Other**

The City has a \$32,000 grant for this project and up to an additional \$30,000 from under expended projects under the same grant that can be used to complete the sidewalk replacement. There is a deadline of September 30, 2014 for the funds to be spent.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FPB 1415-08

**Type** Maintenance

**Project Name** MTNP Invasive Tree Management

**Useful Life** n/a

**Category** Park: Mission Trail

**Account #:**

**Urgency** 2 Very Important

**Policy Plan:** Mission Trail Nature Preserve

**Total Project Cost:** \$105,000

Description
Removal of large invasive trees, primarily eucalyptus and acacias, and other large non-native trees within Mission Trail Nature Preserve. This has been identified as an implementation item of the Mission Trail Nature Preserve Master Plan.

Justification
Several large eucalyptus and acacia trees dominate the landscape in areas of Mission Trail Nature Preserve. These trees are quite large and require significant labor and equipment to remove. They are not native and are considered invasive species that need to be eradicated from the Preserve as directed in the MTNP Master Plan.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Construction/Maintenance	45,000	15,000	15,000	15,000	15,000	105,000
<b>Total</b>	<b>45,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>105,000</b>

Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
GF: Capital Improvements			15,000		15,000	30,000
Measure D	45,000			15,000		60,000
Unfunded		15,000				15,000
<b>Total</b>	<b>45,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>105,000</b>

Budget Impact/Other
This is a long term project with an expected annual cost of \$15,000.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB 1415-11</b>
<b>Project Name</b>	<b>Digital Tree Database</b>

**Type** Software or Subscription

**Useful Life** n/a

**Category** Software: Subscriptions

**Urgency** 2 Very Important

**Account #:**

**Policy Plan:** Forest Management Plan

**Total Project Cost:** \$26,000

Description
Develop an electronic tree inventory and map of the Carmel urban forest using GPS and tree database software.

Justification
A digital tree inventory will allow staff to easily track tree removals, tree plantings, individual tree work histories by staff and contractors, and program future maintenance efforts. In the past Carmel's lack of street address has been an obstacle for utilizing tree management software products. With the advent of digital mapping and more precise GPS products, a specific street address is no longer required. The City's current grid pruning contractor has a free software product available to Carmel, but mapping the trees in the field is an expense.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
6,500	Computer Software/Hardware	6,500	6,500	6,500			19,500
<b>Total</b>	<b>Total</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>			<b>19,500</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
6,500	GF: Capital Improvements			6,500			6,500
<b>Total</b>	Measure D	6,500					6,500
	Unfunded		6,500				6,500
	<b>Total</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>			<b>19,500</b>

Budget Impact/Other
Developing the tree inventory for the database can be completed in one or several years. Additional cost may occur to add additional trees to the database each year.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB 1415-12</b>
<b>Project Name</b>	<b>Urban Forest Rehabilitation</b>

**Type** Improvement

**Useful Life** 15 years

**Category** Unassigned

**Urgency** 2 Very Important

**Account #:**

**Policy Plan:** Forest Management Plan

**Total Project Cost:** \$30,000

Description
Additional tree planting in the community in order to meet and exceed the current levels of trees being removed annually from Carmel's urban tree inventory. This project includes the cost of trees, soil and tree wells to encourage additional tree plantings.

Justification
This is a requirement of the Forest Management Plan. Data from the annual tree inventory indicates a loss of trees, particularly upper canopy trees, over time. Additional tree planting over time, along with increased watering support, will lead to more trees growing in the forest and ensure that Carmel's urban forest has a strong future.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
5,000	Other	5,000	5,000	5,000	5,000	5,000	25,000
<b>Total</b>	<b>Total</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>25,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
5,000	GF: Capital Improvements			5,000		5,000	10,000
<b>Total</b>	Measure D	5,000			5,000		10,000
	Unfunded		5,000				5,000
	<b>Total</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>25,000</b>

Budget Impact/Other
This project is supported by having a new water truck (project PW-1213-06) and additional staffing and/or contract labor for tree watering and maintenance.

Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Other (Insurance, Utilities)		80,000				80,000
Staff Cost	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total</b>	<b>50,000</b>	<b>130,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>330,000</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB-1112-03</b>
<b>Project Name</b>	<b>Tennis Court Renovation</b>

**Type** Equipment

**Useful Life** 15 years

**Category** Park: Forest Hills

**Urgency** 1 Critical

**Account #:** 13-89626

**Policy Plan:**

**Total Project Cost:** \$55,000

Description
Renovation of the tennis courts in Forest Hill Park with a new 2-3 inches asphalt overlay to level the courts, new net posts, and a new playing surface.

Justification
Surface cracks are present in both courts particularly in the doubles lane of the western court. Several areas of depression are scattered around both courts, which cause inconsistent play and increase the risk of player injury. While play still occurs on the courts, disruptions in consistent play occur due to the uneven surface conditions. Continued deterioration of playing surface will eventually render it unsuitable for safe tennis play and increase liability exposure to the City.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Construction/Maintenance	55,000					55,000
<b>Total</b>	<b>55,000</b>					<b>55,000</b>

Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Prior Year Surplus	55,000					55,000
<b>Total</b>	<b>55,000</b>					<b>55,000</b>

Budget Impact/Other
Increase of 8% from last estimate for cost of asphalt material. The playing surface of the courts was last resurfaced in 1995.



# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FPB-1112-04

**Type** Equipment

**Project Name** F550/chipper

**Useful Life** 15 years

**Category** Vehicles

**Account #:** 13-88626

**Urgency** 3 Important

**Policy Plan:** Forest Management Plan

**Total Project Cost:** \$68,000

### Description

Purchase one F-550 truck body/chassis with a chipper box and other required accessories (radio, reflectors, strobe lights).

### Justification

The current chipper truck is 19 years old (1994) and is approaching its economic and functional life expectancy. It is the primary vehicle used by the city forestry staff to maintain Carmel's urban forest and park areas. Heavy loads and a chipper trailer are regularly hauled by this unit and it is vitally important for this vehicle to be mechanically and structurally sound to safely perform its duties.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	68,000					68,000
<b>Total</b>	<b>68,000</b>					<b>68,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	68,000					68,000
<b>Total</b>	<b>68,000</b>					<b>68,000</b>

### Budget Impact/Other

Fuel and maintenance costs associated with the chipper are included as part of vehicle and equipment maintenance.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB-1213-01</b>
<b>Project Name</b>	<b>Beach Stair Maintenance</b>

**Type** Maintenance

**Useful Life** 10 years

**Category** Beach

**Urgency** 1 Critical

**Account #:** 13-89627

**Policy Plan:** Shoreline Management Plan

**Total Project Cost:** \$144,000

Description
Many of the hardware and wood elements of the stairs along the waterfront are showing significant degradation due to salt exposure, oxidation and age. Periodic inspections by a structural engineer will also be included to assure the soundness and safety of the beach stairs.

Justification
Replacement is necessary to maintain safe public access to Carmel Beach. Continued degradation of the hardware and stair materials will lead to the increased risk of failure to key components resulting in closure of beach access and possible injury to the public.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
24,000	Construction/Maintenance	24,000	24,000	24,000	24,000	24,000	120,000
<b>Total</b>	<b>Total</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>120,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
24,000	GF: Capital Improvements			24,000		24,000	48,000
	Measure D				24,000		24,000
<b>Total</b>	Prior Year Surplus	24,000					24,000
	Unfunded		24,000				24,000
	<b>Total</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>120,000</b>

Budget Impact/Other
Minor repairs to stairs are performed as needed and absorbed as part of the operational budget with repairs made by staff or outside labor as warranted.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #**     **FPB-1213-04**  
**Project Name** **Beach Fire Baskets**

**Type**     Equipment

**Useful Life**     5 years

**Category**     Beach

**Urgency**     3 Important

**Account #:** 13-89652

**Policy Plan:** Shoreline Management Plan

**Total Project Cost:** \$37,500

**Description**

Each fire basket is large enough for a legal fire and is made of metal screen with handles for carrying the basket; two people can even carry it with the firewood inside. The screen holes are large enough to facilitate air flow but small enough to collect most of the charcoal from the fire. To use it, the basket is nestled down into the sand and a fire is built inside. When the fire is done or needs to be extinguished, water is poured onto the coals and the basket is lifted with the charcoal inside to a disposal site. The idea is to still allow fires, but to have the user be part of the cleanup program. Cost per basket: approx. \$250 to \$300 each.

**Justification**

Currently fires are allowed on the beach south of Tenth Ave. and they have to be in compliance with several fire management rules. There is no regulation on the number of fires or responsibility for cleanup of the fire pits. Fires and charcoal continues to be a topic of discussion. It is hoped that this concept can be developed into a way to manage fires and charcoal cleanup on the beach.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	7,500	7,500	5,000	5,000	12,500	37,500
<b>Total</b>	<b>7,500</b>	<b>7,500</b>	<b>5,000</b>	<b>5,000</b>	<b>12,500</b>	<b>37,500</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Donor Opportunity	7,500					7,500
GF: Capital Improvements			5,000		12,500	17,500
Measure D				5,000		5,000
Unfunded		7,500				7,500
<b>Total</b>	<b>7,500</b>	<b>7,500</b>	<b>5,000</b>	<b>5,000</b>	<b>12,500</b>	<b>37,500</b>

**Budget Impact/Other**

No change at this time. Potential savings in charcoal cleanup program, but this may be offset by management of the basket program. Full implementation with possible fees and/or loss of deposits, if any, may also offset management costs.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FPB-1213-05  
**Project Name** Rio Park Improvements

**Type** Improvement

**Useful Life** 25 years

**Category** Park Improvements

**Urgency** 4 Less Important

**Account #:** 13-89653

**Policy Plan:** Capital Improvement Plan

**Total Project Cost:** \$140,000

**Description**

Development of a plan for public use of Rio Park. The 6.24 acre Rio Park property was purchased in 1990 and is outside the city limits on the southern edge of Carmel-by-the-Sea near the Carmel Mission. Part of the property is currently used for material storage, project staging, and parking for city contractors. The remaining area is open space, willow groves, and riparian habitat; The parcel extends south across the Carmel River and borders the wastewater treatment plant. The property was paid off in 2008 and there is a deposit account with approximately \$140,000 specifically for future development of the park.

**Justification**

This property is an under used city facility with the potential for a variety of active and passive uses by the public.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Planning/Design	40,000					40,000
Construction/Maintenance		50,000	50,000			100,000
<b>Total</b>	<b>40,000</b>	<b>50,000</b>	<b>50,000</b>			<b>140,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
GF: Capital Improvements	40,000					40,000
Measure D		50,000	50,000			100,000
<b>Total</b>	<b>40,000</b>	<b>50,000</b>	<b>50,000</b>			<b>140,000</b>

**Budget Impact/Other**

No operating budget impact from the project design but future park improvements, if any, may have ongoing maintenance costs. Partial or full development of Rio Park will require additional staffing and/or additional maintenance contracts with their associated costs. Additional equipment and vehicle may also be required.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB-1213-06</b>
<b>Project Name</b>	<b>Scenic Rd. Restrooms</b>

**Type** Improvement

**Useful Life** 25 years

**Category** Beach

**Urgency** 3 Important

**Account #:** 13-89430

**Policy Plan:** Shoreline Management Plan

**Total Project Cost:** \$929,182

Description
This project includes the removal of the existing temporary restroom facility and the construction of a new facility. The project was approved by the Planning Commission in November 2012 and the City Council authorized \$48,500 to be spent on construction drawings. The funding will come from Measure D. The City has applied for a grant from the Coastal Conservancy and expects to receive a minimum of \$100,000 to assist with the estimated \$200,000-300,000 construction cost.

Justification
Carmel Beach is a highly popular visitor destination and is world renowned for its scenic beauty. The Scenic Pathway offers a unique pedestrian experience as it meanders along the beach bluffs. The pathway is heavily used, providing a complementary experience to the sandy beach. The City's General Plan contains numerous polices regarding maintaining and enhancing access and recreational opportunities in this area.
Goal G4-3 of the General Plan encourages the City to provide adequate facilities to serve the needs of the public along the beach. Policy P4-41 states, "Retain the current second restroom facility at Santa Lucia Avenue until it can be replaced by a permanent site." Temporary restrooms were installed near the intersection of Scenic Road and Santa Lucia Avenue.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
104,182	Construction/Maintenance	825,000					825,000
<b>Total</b>	<b>Total</b>	<b>825,000</b>					<b>825,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
104,182	Grants	150,000					150,000
	Prior Year Surplus	675,000					675,000
<b>Total</b>	<b>Total</b>	<b>825,000</b>					<b>825,000</b>

Budget Impact/Other
Cleaning crew is estimated to cost \$13,300 annually for service three times per day, paper product supplies, and minor maintenance.

Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Maintenance	13,300	13,300	13,300	13,300	13,300	66,500
<b>Total</b>	<b>13,300</b>	<b>13,300</b>	<b>13,300</b>	<b>13,300</b>	<b>13,300</b>	<b>66,500</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FPB-1213-08  
**Project Name** Waterfront Area Signs

**Type** Improvement

**Useful Life** 10 years

**Category** Beach

**Urgency** 3 Important

**Account #:** 13-89654

**Policy Plan:** Shoreline Management Plan

**Total Project Cost:** \$42,000

**Description**

Design, construction, and installation of new signs along the waterfront area in order to consolidate and clarify the rules and regulations that apply to waterfront visitors and to develop a new sign program for the waterfront that is an attractive, functional, durable and a legible method of presenting the beach rules and regulations. The goal is to improve awareness and compliance with the rules. This project would include a design process and review by the Forest and Beach and the Planning Commissions before implementation.

**Justification**

Current signage along the waterfront from 4th Ave. to Martin Way is a mix of sizes, materials and styles that try to convey the rules and information for beach visitors. Some of the signs are not obvious and are placed in odd places that make them easy to miss. The General Plan directs the City to "Establish a uniform signage program for the beach and bluffs to better inform beach users of regulations governing activities on the beach." (O4-5). Other parks such as Mission Trail Nature Preserve could also use new signage that provides a map and information on the park habitat and history.

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	32,000	10,000				42,000
<b>Total</b>	<b>32,000</b>	<b>10,000</b>				<b>42,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Measure D	32,000					32,000
Unfunded		10,000				10,000
<b>Total</b>	<b>32,000</b>	<b>10,000</b>				<b>42,000</b>

**Budget Impact/Other**

Existing signs are replaced on an as needed basis depending on the condition of the sign.

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB-1314-01</b>
<b>Project Name</b>	<b>4th Avenue Irrigation Meter</b>

**Type** Equipment

**Useful Life** 25 years

**Category** Equipment: Miscellaneous

**Urgency** 3 Important

**Account #:** 13-89636

**Policy Plan:**

**Total Project Cost: \$16,100**

Description
This project involves installing a water meter and other equipment costs necessary to utilize the water line on Carmelo Avenue to irrigate the landscaping on the 4th Avenue Walkway with non-potable surplus recycled water. The scope of work includes approximately 70 linear feet of new water service, meter, backflow, pressure reducer, connections at the vault and to the irrigation main, and repaving the pavement area adjacent to the vault box.

Justification
The project will allow the City to use an irrigation system and recycled water rather than hand watering the walkway, thereby increasing water conservation and efficiency in maintaining the landscaping.

Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Equip/Vehicles/Furnishings	16,100					16,100
<b>Total</b>	<b>16,100</b>					<b>16,100</b>

Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Prior Year Surplus	16,100					16,100
<b>Total</b>	<b>16,100</b>					<b>16,100</b>

Budget Impact/Other
There will be a one-time cost of installing the meter and an ongoing operational cost associated with purchasing the recycled water, estimated to be \$2,000 annually.

Prior	Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
4,365	Maintenance	2,500	2,500	2,500			7,500
<b>Total</b>	<b>Total</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>			<b>7,500</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #**     **FPB-1314-02**  
**Project Name** **Dunes Habitat Restoration**

**Type** Maintenance

**Useful Life** 5 years

**Category** Park Improvements

**Urgency** 3 Important

**Account #:** 13-87602

**Policy Plan:** Del Mar master Plan

**Total Project Cost:** \$119,000

**Description**

This project involves the removal of non-native species at the Dunes including ice plant, acacia and invasive grasses and the planting of native species, including 100 Tidestrom lupine plants at ten locations at North Dunes. The North Dunes restoration plan outlines a phased approach to the restoration process.

**Justification**

The Del Mar Master Plan and the North Dunes and Del Mar Dunes Habitat Restoration Plan addresses management policies and practices related to the Dunes including ensuring that long-term management activities maintain the natural dune ecology of Carmel Beach in a manner consistent with public safety; protection and enhancement of the fragile plants and fauna in the Dunes against any significant disruption of habitat values; and identify, protect and manage Environmentally Sensitive Habitat Areas to ensure their long-term integrity and the biological productivity of these habitats.

<b>Prior</b>	<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
24,500	Construction/Maintenance	24,500	16,000	16,000	19,000	19,000	94,500
<b>Total</b>	<b>Total</b>	<b>24,500</b>	<b>16,000</b>	<b>16,000</b>	<b>19,000</b>	<b>19,000</b>	<b>94,500</b>

<b>Prior</b>	<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
24,500	Prior Year Surplus	24,500					24,500
<b>Total</b>	Unfunded		16,000	16,000	19,000	19,000	70,000
	<b>Total</b>	<b>24,500</b>	<b>16,000</b>	<b>16,000</b>	<b>19,000</b>	<b>19,000</b>	<b>94,500</b>

**Budget Impact/Other**

Minor maintenance costs are currently included within the operating budget, including grant funding. Volunteer efforts also contribute to the removal of invasive plants. However, additional funding would pay for improvements as fencing, propagation and planting, removal of invasive plants and annual required monitoring.



# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #** FPB-1314-03  
**Project Name** City Hall Cistern

**Type** Improvement

**Useful Life** 15 years

**Category** Equipment: Miscellaneous

**Urgency** 3 Important

**Account #:** 13-89428

**Policy Plan:** Water Conservation Plan

**Total Project Cost:** \$25,000

**Description**

This project involves the installation of a cistern beneath the parking lot at City Hall for irrigation of the installed landscape improvements completed in fiscal year 2012-13.

**Justification**

Water conservation is a Council adopted goal for year 2014 and the use of the cistern would allow for efficient irrigation of the City Hall landscaping. A design component of the landscape renovation at City Hall included the installation of a cistern beneath the parking lot to capture rainwater from the roof gutters for irrigation of the plants. The water is currently being captured to a central point adjacent to the parking lot. Electrical conduit is also in place to support the electric needs of the pump system

<b>Expenditures</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Equip/Vehicles/Furnishings	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

<b>Funding Sources</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Grants	25,000					25,000
<b>Total</b>	<b>25,000</b>					<b>25,000</b>

**Budget Impact/Other**

Bi-annual cleaning of the cistern and pump service would be required. Rebates by water purveyors would be sought for this project.

<b>Budget Items</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>'17/'18</b>	<b>'18/'19</b>	<b>Total</b>
Maintenance	1,500	1,500				3,000
<b>Total</b>	<b>1,500</b>	<b>1,500</b>				<b>3,000</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB-1314-04</b>
<b>Project Name</b>	<b>Shoreline Assessment and Implementation</b>

**Type** Improvement

**Useful Life** 10 years

**Category** Beach

**Urgency** 2 Very Important

**Account #:** 13-89649

**Policy Plan:** Shoreline Management Plan

**Total Project Cost:** \$75,000

Description
Based on a new shoreline assessment, various site improvements will be addressed along the Carmel Beach waterfront. These improvements will entail purchasing and planting of new plant material, irrigation improvements, mulching, replacement of rails, removal of old and overgrown plants, iceplant removal, pathway repairs and improvements, and a variety of other maintenance needs.

Justification
Implementation of the Shoreline Management Plan. An assessment will identify any aesthetic and safety improvements that need to be made to the beach and pathway. Once improvements are identified and prioritized, annual maintenance efforts will be included as part of the operational budget.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
20,000	Construction/Maintenance	20,000	15,000	10,000	10,000		55,000
<b>Total</b>	<b>Total</b>	<b>20,000</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>		<b>55,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
20,000	Grants				10,000		10,000
	Prior Year Surplus	20,000					20,000
<b>Total</b>	<b>Unfunded</b>		15,000	10,000		0	25,000
	<b>Total</b>	<b>20,000</b>	<b>15,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>55,000</b>

Budget Impact/Other
Once improvements are identified and prioritized, annual maintenance efforts will be included as part of the operational budget to address repairs and improvements that may arise throughout the year as well as to maintain any improvements made in the prior year.

Prior	Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
5,000	Maintenance	5,000	5,000	5,000	5,000	5,000	25,000
<b>Total</b>	<b>Total</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>25,000</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

<b>Project #</b>	<b>FPB-1314-05</b>
<b>Project Name</b>	<b>Mission Trail Entrance</b>

**Type** Improvement

**Useful Life** 25 years

**Category** Park: Mission Trail

**Urgency** 2 Very Important

**Account #:** 13-89650

**Policy Plan:** Mission Trail Nature Preserve

**Total Project Cost:** \$48,000

Description
Construction of a new stairway and a properly graded ramp for pedestrian access at the Mtn. View entrance into Mission Trail Nature Preserve.

Justification
Currently, access into MTNP at the Mtn. View entrance is via a slippery slope of decomposed granite or a 20 year old, worn and failing landscape timber stairway. A new properly constructed stair system and a properly graded ramp will allow visitors to safely negotiate this difficult section of trail.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
1,000	Planning/Design	7,000					7,000
	Construction/Maintenance	40,000					40,000
<b>Total</b>	<b>Total</b>	<b>47,000</b>					<b>47,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
1,000	Measure D	40,000					40,000
	Prior Year Surplus	7,000					7,000
<b>Total</b>	<b>Total</b>	<b>47,000</b>					<b>47,000</b>

Budget Impact/Other
Anticipate a bi-annual maintenance cost between \$500 -\$800 to maintain the new stairs and ramp.

Budget Items	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
Maintenance		800		800		1,600
<b>Total</b>		<b>800</b>		<b>800</b>		<b>1,600</b>

# FY 2014-2015 Projects

Data in Year '14/'15

**Department** Srvs: Forest, Parks, & Beach

## City of Carmel-by-the-Sea, CA

**Contact** Public Srvs Dir.

**Project #**     **FPB-1314-06**  
**Project Name** **Trash Can Refurbishment and Replacement**

**Type** Maintenance

**Useful Life** 10 years

**Category** Unassigned

**Urgency** 4 Less Important

**Account #:** 13-89655

**Policy Plan:** Capital Improvement Plan

**Total Project Cost:** \$77,500

**Description**

This project involves the refurbishment of existing trash cans that are damaged or in need of repair as well as the addition of new trash cans designed to encourage recycling.

**Justification**

There are about 200 trash cans throughout the City, many of which are in need of repair or replacement due to age and use. Many of these trash cans do not encourage recycling as all materials are comingled together. Various models of trash cans were researched. A pilot program is underway to increase recycling citywide.

Prior	Expenditures	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
47,500	Equip/Vehicles/Furnishings	30,000					30,000
<b>Total</b>	<b>Total</b>	<b>30,000</b>					<b>30,000</b>

Prior	Funding Sources	'14/'15	'15/'16	'16/'17	'17/'18	'18/'19	Total
32,500	Grants	7,500					7,500
	Measure D	22,500					22,500
<b>Total</b>	Unfunded		15,000				15,000
	<b>Total</b>	<b>30,000</b>	<b>15,000</b>				<b>45,000</b>

**Budget Impact/Other**

The replacement of a current trash can costs about \$300 in materials and staff labor. New trash cans can cost \$3,000. Sources of funding include the franchise agreement, grants and donor opportunities.

# FINANCIAL AND BUDGET

## BUDGET POLICIES AND PROCEDURES

The budget process for the City of Carmel-by-the-Sea involves the citizens, City Council, and staff. Each person plays a critical role in the development of the budget for the upcoming year. The annual budget and operating plan balances the public service demands of the community with the fiscal resources of the City. It is intended to achieve the goals and objectives established by the City Council.

The goal of the City Administrator is to present a balanced budget to the City Council for review and adoption. A balanced budget is a budget in which sources meet or exceed uses. Available funding sources shall be at least equal to recommended appropriations. As a general rule, the year-end undesignated General Fund balance should not be used to fund ongoing operations.

As set in the Carmel Municipal Code prior to the beginning of each fiscal year, the City Council shall adopt a budget for expenditures and anticipated revenues. On or before February 15th of each year, the City Administrator will present to the City Council a proposed budget schedule. The City Administrator prepares and submits to the City Council a proposed operating and capital budget for the forthcoming fiscal year. The City Council shall adopt the budget by July 1st.

The City Administrator shall have the right to approve the transfer of appropriations within a departmental budget; however, no additional positions shall be created without the authorization of the City Council. All transfers of appropriations between departments or in regards to capital items or projects shall be approved by the City Council. The City Administrator shall be charged with the responsibility of controlling the expenditures for all departments in accordance with the approved budget. A report on current year revenues, expenditures and fund balances shall be maintained.

The accounts of the City are organized on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balanced set of accounts. The minimum number of funds is maintained consistent with legal and managerial requirements. Annually appropriated budgets are legally adopted on a budgetary basis for the governmental fund types (General Fund, Special Revenue Fund, Debt Service Fund, and Capital Projects Fund) and are controlled on a fund and departmental level. These funds are used to account for most of the City's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified-accrual basis of accounting and budgeting. Expenditures are recognized as encumbrances when a commitment is made. Unencumbered appropriations lapse at year-end.

**CITY OF CARMEL-BY-THE-SEA  
FISCAL YEAR 2014-2015  
BUDGET CALENDAR**

<u>DATE</u>	<u>ACTIVITY</u>	<u>RESPONSIBILITY</u>
<b><u>DECEMBER 2013</u></b>		
23-31 December	Preparation of departmental worksheets	Finance Manager
<b><u>JANUARY 2014</u></b>		
7 January (Tues)	Submittal of 2014-15 Budget Calendar (4:30 pm, City Hall Council Chambers)	<b>Regular City Council Meeting</b>
7 January (Tues)	Adoption of 2014 City Goals (4:30 pm, City Hall Council Chambers)	<b>Regular City Council Meeting</b>
9 January (Thurs)	Budget “Team” kickoff meeting with City Administrator	Department staff
7 January through 3 February	Finance Specialist calculates departments’ personnel/ payroll and benefits figures. Distribute to department directors for budget preparation.	Finance Specialist; Finance Manager; All Departments Directors
To be scheduled	Second quarter operational review meetings. (9:00 a.m., City Hall Council Chambers)	Department and program managers with City Administrator; Finance Manager
<b><u>FEBRUARY 2014</u></b>		
4 February (Tues)	Second Quarter 12-13 Financial Update (4:30 pm, City Hall Council Chambers)	<b>Regular City Council Meeting</b>
13 February (Thurs)	Department Managers’ capital planning meeting (10:00 a.m. City Hall Conference Room)	City Administrator; Finance Manager; and All Department Directors/ Managers and members of their staff responsible for budget preparation <u>must attend</u> .
<b><u>MARCH 2014</u></b>		
5 March (Wed)	Department budgets due including Excel worksheets, revenue projections, a complete	Department Directors/Managers

funding analysis of departmental requests for Capital items and annual updated fee schedules.

7 March (Friday)	Capital Improvement Plan to City Council	City Administrator
18 March (Tues)	City Council Budget Workshop. City Council will receive and approve the Five-Year Financial Forecast and receive and refer to the Planning Commission the five-year Capital Improvement Plan at this workshop. <i>(4:30 p.m., City Hall Council Chambers)</i>	<b>Special City Council Workshop</b>
19 March (Wed)	City Administrator & Finance Manager meet to finalize proposed budget.	City Administrator; Finance Manager
<b><u>APRIL 2014</u></b>		
1 April (Tues)	Requested Budget submitted to City Administrator	Finance Manager
3 April (Thurs)	Department Managers' Retreat to review budget priorities. <i>(10:00 A.M., Sunset Center, Room to be determined)</i>	All Department Directors/Managers and other designated staff (Mandatory)
7 April (Mon)	Re-calculation of department budget proposals following Department Managers' Retreat.	City Administrator; Finance Manager
7-11 April	Draft budget document revisions by Finance Manager.	Finance Manager
9 April (Wed)	Planning Commission review 5-Year Capital Budget. <i>(4:00 p.m., City Hall Chambers)</i>	<b>Planning Commission</b>
10 April (Thurs)	City Administrator & Finance Manager meet to finalize draft budget.	City Administrator; Finance Manager
14 April (Mon)	Budget Team submits budget information for preliminary budget printing.	Budget Team
<b><u>MAY 2014</u></b>		
6 May (Tues)	Council receives proposed operating plan and budget from the City Administrator. <i>(4:30 p.m., City Hall Council Chambers)</i>	<b>Regular City Council Meeting</b>

23 May (Fri) Deadline for City Council to submit written questions regarding the proposed budget so that staff can research the questions. City Council

**JUNE 2014**

10 June (Tuesday) City Council public hearing to review/adopt budget  
(4:30 p.m., City Hall Council Chambers) **Special City Council Meeting**

17 June (Tuesday) City Council public hearing to review/adopt budget  
(4:30 p.m., City Hall Council Chambers) **Special City Council Meeting**  
(if budget not yet adopted)

**NOTE:** Scheduled dates for City Council budget introduction, review and public hearings **are tentative and are subject to change.**

## FINANCIAL POLICIES

The City of Carmel-by-the-Sea has strong financial policies that provide City Council direction to allow staff to provide sound fiscal planning and continued management of fiscal integrity. The financial policies are divided into five categories: Capital Budget Policies, Operating Management, Fund Balance Policy, Debt Policies, and Investment Policies. The City has financial policies that are adopted by the City Council with review every two years during the budget development process. The financial policies help ensure that the City maintains a healthy financial foundation into the future.

The goal of these policies is to promote:

- An extended financial planning horizon to increase awareness of future potential challenges and opportunities
- Setting aside reserves for contingencies, replacement of capital equipment, and other similar needs
- Maintaining the effective buying power of fees and charges and increasing cost recovery where directed to do so
- Accountability for meeting standards for financial management and efficiency in providing services
- Planning for the capital needs of the City
- Maintaining manageable levels of debt while furthering quality bond ratings
- Communication to residents and customers on how the community goals are being addressed



## **CAPITAL BUDGET POLICIES**

The City develops an annual five-year plan for capital improvements; it includes project design, development, implementation, and operating and maintenance costs. Each project in the Capital Improvement Plan (CIP) shows the estimated capital and on-going maintenance costs, known and potential funding sources and a design/development schedule. As used in the CIP, projects include land acquisition, buildings and facilities construction; these projects do not have a cost threshold. A capital outlay (fixed asset) purchase is any single item or piece of equipment that costs more than \$10,000 and has an expected useful life exceeding one year. The development of the Capital Improvement Plan is coordinated with the development of the operating budget. The CIP is a planning document; the City Council appropriates funding for capital projects in the annual operating budget. Costs for professional services needed to implement the CIP are to be included in the appropriate year's operating budget.

Annual operating budgets should provide adequate funds for maintenance of the City's buildings and maintenance and replacement of the City's capital equipment. The City will make all capital improvements in accordance with an adopted and funded capital improvement program. Prior to ratification of the capital budget for the forthcoming year by the City Council, the Planning Commission shall review the capital improvement plan and shall advise the City Council as to its recommendations regarding the proposed capital projects in accordance with the Government Code.

### **Capital (Policy No. C94-01)**

Capital expenditures shall be effectively planned and controlled.

Guidelines:

1. The level of capital improvement expenditures, excluding road maintenance program expenditures and lease payments, is established at three and one-half percent (3.5%) of total revenues.
2. Funding for the road maintenance program should improve the pavement condition index.
3. The City shall maintain a Five-Year Capital Improvement Program (CIP), which shall be updated at least annually as part of the budget review process.
4. The City shall annually establish a phasing calendar for capital improvement expenditures.
5. At least ten percent (10%) of the unrestricted funds designated for capital project expenditures shall be set aside for unanticipated expenditures.
6. The City shall conduct periodic reviews of property and facilities to determine the appropriate use and disposition of said property and facilities.
7. The City shall consider the ongoing impact of operations and maintenance expenses before undertaking any capital improvement expenditure.
8. The City shall maintain a capital reserve policy as described in the Reserve Policy.
9. Public participation in the Capital Improvement Program is a priority concern for the City.
10. All projects included in the Capital Improvement Plan shall be consistent with the City's General Plan.

11. Capital projects that are not encumbered or completed during the fiscal year are required to be rebudgeted to the next fiscal year and subsequently approved by the City Council. All rebudgeted capital projects should be so noted in the proposed budget.

## **OPERATING MANAGEMENT (Policy No. C94-01)**

Operating revenues shall exceed operating expenditures.

Guidelines:

1. The annual operating budget shall contain a current surplus (or “revenue buffer”) of at least five percent (5%) of projected expenditures.
2. A balanced budget is a budget in which total funding sources meet or exceed uses.
3. An appropriated City Discretionary Account of at least one-half of one percent (0.5%) of total projected General Fund expenditures shall be maintained.
4. Ongoing expenses shall not be funded with one-time revenues.
5. The City shall establish internal service funds for the repair, operation, and replacement of rolling stock and data processing equipment.
6. The level of capital outlay expenditures is established at three percent (3%) of total revenues.
7. The City shall annually establish a phasing calendar for capital outlay expenditures.
8. The City shall develop a five-year forecast of operating revenue and expenditures.
9. The City shall establish salary adjustments in conjunction with the budget process.
10. The City shall review the relationship between fees/charges and the cost of providing services at least every three years.
11. The City’s fees and charges for services shall be adjusted annually, based upon the San Francisco-Oakland Consumer Price Index.
12. The City will seek to comply with suggested criteria of the Government Finance Officer’s Association in producing a budget document that meets the Distinguished Budget Presentation criteria.

## **FUND BALANCE POLICY**

The Fund Balance Policy is designed to develop standards for setting reserve levels for various, significant City funds. Adequate fund balance and reserve levels are a necessary component of the City’s overall financial management strategy and a key factor in external agencies’ measurement of the City’s financial strength. The City shall maintain reserves at a prudent level, and shall use reserves appropriately with a focus on contributing to the reserves in good times and drawing on the reserves in times of difficult budget periods to maintain a consistent level of service and quality operations. Use of reserves are to supplement the annual budget.

Guidelines:

1. General Fund and Hostelry Fund reserves shall be maintained at no less than ten percent (10%) of their annual projected revenues.
2. The City shall maintain prudent reserves for identified liabilities

- a. A Vehicle Replacement reserve will be maintained sufficient to replace vehicles and heavy equipment at the end of their useful lives, with the target being 10% of the total City fleet replacement value.
  - b. Technology equipment replacement reserves will be maintained sufficient to repair covered equipment and for replacement at the end of its useful life.
3. The City will maintain a long-term budget stability reserve consisting of any unassigned General Fund balance. When available, the year-end General Fund operating surplus will be dedicated to the long-term budget stability reserve.
4. A general capital reserve fund will be maintained with a targeted balance of 20% of the estimated total five-year capital improvement plan project expenditure. Net proceeds from the sale of City owned property will be dedicated to the general capital reserve. Funds in the general capital reserve will be allocated through the budget process for capital projects.
5. Reserves shall be used only for established purposes.
6. Depleted reserves shall be restored as soon as possible.
7. A minimum level for each of the reserve funds shall be established (see chart below).
8. The City shall maintain reserves required by law, ordinance and/or bond covenants.

## **DEBT POLICIES**

The City considers the use of debt financing for one-time capital improvements that benefit the residents of Carmel-by-the-Sea when the term of the financing is no longer than the project life, and when specific resources are found to be sufficient to provide for the debt. Use of long-term debt is limited to capital projects or special projects or obligations that cannot be financed from current revenues. The City has traditionally kept annual debt service payments to less than 5% of the budget.

### **Use of Long-Term Debt Policy**

The City recognizes that it may need to enter into long-term financial obligations to meet the demands of providing a high quality level of government services to our community. The following long-term debt policy sets the considerations for issuing debt and provides guidance in the timing and structuring of long-term debt commitments by the City.

#### **General Practices:**

1. The City will strive to maintain good relations with credit rating agencies, investors of the City's long-term financial obligations and those in the financial community that participate in the City's financings and demonstrate City officials are following a prescribed financial plan. The City also will strive to maintain and, if possible, improve its current AA+ bond rating in order to minimize borrowing costs and preserve access to credit. The City will follow a policy of full disclosure by communicating with bond rating agencies to inform them of the City's financial condition.
2. Bond issue proposals are to be accompanied by an analysis defining how the new issue, combined with current debt, impacts the City's debt capacity and

conformance with City debt policies. Such analysis shall include identification of the funding source, an assessment of the ability to repay the obligation, the impact on the current budget, commitments to future budgets, maintenance and operational impact of the facility or asset and the impact on the City's credit rating, if any.

3. City Council must review such analysis, including existing debt level, ability to pay debt service, impact on City services, and make a finding that use of debt is appropriate.
4. Debt service costs (COP, Lease Purchase Agreements and other contractual debt that are backed by General Fund Operating Revenues) are not to exceed 25% of the City's General Fund operating revenues.
5. The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the issuance of City debt, not only avoid the reality of a conflict of interest, but the appearance thereof as well. City officials must conduct themselves in a fashion consistent with the best interests of the City and taxpayers.
6. Bonds will be sold on a competitive basis unless it is in the best interest of the City to conduct a negotiated sale. Competitive sales will be the preferred method. Negotiated sales may occur when selling bonds for a defeasance of existing debt, for current or advanced refunding of debt, or for other appropriate reasons.

The City will consider the issuance of long-term obligations under the following conditions:

1. The City will use debt financing for one-time capital improvement projects and specific nonrecurring equipment purchases or refunding of existing liabilities, and only under the following circumstances:
  - a. When the project is included in the City's adopted five-year capital improvement program (CIP) and is in conformance with the City's adopted General Plan.
  - b. When the project is not included in the City's adopted five-year capital improvement program (CIP), but the project is an emerging critical need whose timing was not anticipated in the five-year capital improvement program, or it is a project mandated by State or Federal requirements.
  - c. When the project's useful life, or the projected service life of the equipment, will be equal to or exceed the term of the financing.
  - d. When there are designated General Fund revenues sufficient to service the debt, whether from project revenues, other specified and/or reserved resources, or infrastructure cost-sharing revenues.
  - e. Debt financing (other than tax and revenue anticipation notes) is not considered appropriate for any recurring purpose such as current operating and maintenance expenditures.
2. The City will follow all State and Federal regulations and requirements related to bonds and debt financing instruments regarding bond provisions, issuance, taxation and disclosure.

3. Costs incurred by the City, such as bond counsel and financial advisor fees, printing, underwriter's discount, and project design and construction costs, will be charged to the bond issue to the extent allowable by law.
4. The City will monitor compliance with bond covenants and adhere to federal arbitrage and disclosure regulations.
5. The City shall continually review outstanding obligations for opportunities to achieve debt service savings through refunding and shall pursue refinancing when economically feasible and advantageous.

### **Debt Limit**

The City will keep outstanding debt within the limits prescribed by State of California statutes and at levels consistent with credit objectives. California Government Code provides that "a city may incur indebtedness for any municipal improvement requiring an expenditure greater than the amount allowed for it by the annual tax levy" (43602). A "city shall not incur an indebtedness for public improvements which exceeds in the aggregate 15 percent of the assessed value of all real and personal property of the city. Within the meaning of this section "indebtedness" means bonded indebtedness of the city payable from the proceeds of taxes levied upon taxable property in the city" (43605). The limit is relative to the principal amount of bonds sold and delivered (43606). The City of Carmel-by-the-Sea, Policy No C94-01 establishes "the City's debt shall not exceed predetermined levels." The guideline in that policy is that "the City's debt service level shall not exceed eight and one-fourth percent (8.25%) of total expenditures.

## **INVESTMENT POLICIES**

This is a time to be particularly cautious. Municipal moneys not required for immediate expenditure will be invested. The City will maintain adequate cash availability and yield on invested idle funds while insuring that invested moneys are protected. The Carmel Municipal Code requires the City Administrator to prepare investment policies and guidelines for adoption by the City Council. The adopted investment policy follows.

### **INVESTMENT POLICY AND GUIDELINES**

#### **Policy**

In accordance with the Municipal Code of the City of Carmel-by-the-Sea and under authority granted by the City Council, the City Treasurer is responsible for investing the unexpended cash in the City Treasury.

The investment of the City of Carmel-by-the-Sea funds is directed to the goals of safety, liquidity and yield, in that order. The authority governing investments for municipal government is set forth in the California Government Code, Sections 53601 through 53659.

The primary objective of the investment policy of the City of Carmel-by-the-Sea is SAFETY OF PRINCIPAL. Investments shall be placed in those securities as outlined by type and maturity sector in this document. Effective cash flow management and resulting cash investment practices are recognized as essential to good fiscal management and control. The City's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. Portfolio management requires continual analysis, and as a result the balance between the various investments and maturities may change in order to give the City of Carmel-by-the-Sea the optimum combination of necessary liquidity and optimal yield based on cash flow projections.

### **Scope**

The investment policy applies to all financial assets of the City of Carmel-by-the-Sea as accounted for in the Annual Financial Report. Policy statements outlined in this document focus on the City of Carmel-by-the-Sea's pooled funds, but will also apply to all funds under the City Treasurer's control unless specifically exempted by statute or ordinance.

### **Prudence**

The standard to be used by investment officials shall be that of a "prudent person" and shall be applied in the context of managing all aspects of the overall portfolio. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, direction and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

It is the City's full intent, at the time of purchase, to hold all investments until maturity to insure the return of all invested principal dollars.

### **Safety**

Safety of principal is the foremost objective of the City. Each investment transaction shall seek to ensure that capital losses are avoided, whether from securities default, broker-dealer default, or from erosion of the market value.

### **Liquidity**

Historical cash flow trends are compared to current cash flow requirements on an ongoing basis in an effort to ensure that the City's investment portfolio will remain sufficiently liquid to enable the City to meet all reasonably anticipated operating requirements.

### **Yield**

The investment portfolio should be designed to attain a market average rate of return through budgetary and economic cycles, consistent with the risk limitations, prudent investment principles and cash flow characteristics identified within the financial statements.

### **Performance Evaluation**

Investment performance is continually monitored and evaluated by the City Treasurer. Investment performance statistics and activity reports are generated on a monthly basis for presentation to the City Administrator and City Council.

### **Delegation of Authority**

For short-term investments, the Administrative Services Director has authority to make transfers to and from the City's Local Agency Investment Funds (LAIF) account in order to maximize interest earned and meet cash flow requirements. The transfers are made to and from the City's general checking account to the LAIF account, with a minimum balance maintained in the general checking account to meet daily cash requirements.

The City Treasurer is responsible for investment of all unexpended City funds as per California Government Code section 41000 et seq. The City Treasurer makes long-term investments after review and approval by the Administrative Services Director and the City Administrator.

### **Ethics and Conflict of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that conflicts with the proper execution of the investment program, or impairs their ability to make impartial investment decisions. Additionally, the City Treasurer and the members of the investment committee are required to annually file applicable financial disclosures as required by the Fair Political Practices Commission (FPPC).

### **Safekeeping of Securities**

To protect against fraud, embezzlement, or losses caused by a collapse of an individual securities dealer, all securities owned by the City shall be held in safekeeping by a third party bank trust department, acting as an agent of the City under the terms of a custody agreement or PSA agreement (repurchase agreement collateral). The third party bank trust department must have safe keeping as a professional business line with expertise in this particular service area. All trades executed by a dealer will settle Delivery vs. Payment (DVP) through the City's safekeeping agent. Securities held in custody for the City shall be independently audited on an annual basis to verify investment holdings. All

exceptions to this safekeeping policy must be approved by the City Treasurer in written form and included in quarterly reporting to the City Council.

### **Internal Control**

Separation of functions between the City Treasurer's Office and the Administrative Services Department would be an ideal situation. Time and necessity, however, dictate a different approach. Due to the lack of personnel dedicated to the investment function alone, a proper balance must be maintained between Treasury activities and Administrative Services Department functions. The City Treasurer will make the appropriate arrangements to buy and sell securities that are deemed permissible by the Laws of the State of California as time permits. The Administrative Services Director and/or City Administrator will have the power as granted under the section titled Delegation of Authority in the absence of the City Treasurer. The City Administrator will have the authority to enter into agreements on securities so long as written policies set by the City Treasurer and State Legislature are followed.

The investment portfolio and all related transactions are reviewed and balanced to appropriate general ledger accounts by the Administrative Services Director on a monthly basis. An independent analysis by an external auditor shall be conducted annually to review internal control, account activity, and compliance with government policies and procedures.

### **Reporting**

The City Treasurer shall review and render monthly reports to the City Administrator and the City Council, which shall include the face amount of the cash investment, the classification of the investment, the name of the institution or entity, the rate of interest, the maturity date, and the current value and accrued interest to date due for all securities.

### **Qualified Broker/Dealers**

The City shall transact business only with banks and broker/dealers that are properly licensed and in good standing. The Administrative Services Director and the City Treasurer shall investigate dealers who wish to do business with the City to determine if they are adequately capitalized and if they market securities appropriate to the City's needs.

The City Treasurer shall annually send a copy of the current investment policy to all broker/dealers approved to do business with the City. Confirmation of receipt of the City's policy by the broker/dealer shall be considered evidence that the broker/dealer understands the City's investment policies and intends to sell the City only appropriate investments authorized by this investment policy.



### **Collateral Requirements**

Collateral is required for investments in certificates of deposit. In order to reduce market risk, the collateral level will be at least 110% of market value of principal and accrued interest.

In order to conform with the provisions of the Federal Bankruptcy Code that provide for liquidation of securities held as collateral, the only securities acceptable as collateral shall be certificates of deposit, commercial paper, eligible banker's acceptances, medium term notes or securities that are the direct obligations of, or are fully guaranteed as to principal and interest by, the United States or any agency of the United States.

### **Authorized Investments**

Investment of City funds is governed by the California Government Code Sections 53600 et seq. Within the context of the limitations, the following investments are authorized as further limited herein:

- 1) United States Treasury Bills, Bonds, and Notes or those for which the full faith and credit of the United States are pledged for payment of principal and interest. There is no percentage limitation of the portfolio that can be invested in this category, although a five-year maturity limitation is applicable but current market conditions and interest rate projections may call for shorter terms.
- 2) Local Agency Investment Fund (LAIF), which is a State of California managed investment pool, may be used up to the maximum permitted by the California State Law. LAIF is a demand account so no maturity limitation is required.

Investments detailed in items 3) are further restricted to percentage of the cost value of the portfolio in any one-issuer name to a maximum percentage of 15%. The total value invested in any one issuer shall not exceed 5% of the issuer's net worth. Again, a five-year maximum maturity is applicable unless further restricted by current policy. Market conditions should be evaluated as an important consideration and may indicate a shorter maturity.

- 3) Negotiable certificates of deposit issued by nationally or state chartered bank or state or federal savings institutions. Negotiable certificates of deposit shall be rated in a category of "A" or its equivalent or better by two Nationally Recognized Statistical Rating Organizations. Purchases of negotiable certificates of deposit may not exceed 30% of the total portfolio. A maturity limitation of up to five years is applicable after considered evaluation of the financial markets.

Ineligible investments are those that are not described herein, including, but not limited to, common stocks and long term (over five years maturity) notes, bonds, and time deposits, unless specifically allowed both by state law and City Council approval. It is noted that special circumstances may arise where these methods of investment may

become necessary. When this becomes necessary, the City Council will be asked to take the appropriate action to ratify the means of investment necessary, provided that it is allowable by California Code.

### **Legislative Changes**

Any State of California legislative actions that further restrict allowable maturities, investment type, or percentage allocations will supersede any of the material presented herein. In this case, the applicable law will become part and parcel of this investment policy.

### **Interest Earnings**

All moneys earned and collected from investments authorized in this policy shall be allocated monthly to the General Fund and various special funds of the City that legally require interest proration or when City Council action dictates such proration. This distribution will be based on the cash balance in the fund as a percentage of the entire pooled portfolio.

### **Policy Review**

The City of Carmel-by-the-Sea's investment policy shall be approved by resolution of the City Council. This investment policy shall be reviewed at least annually to ensure its consistency with the overall objectives of preservation of principal, liquidity and yield, and its relevance to current law and financial and economic trends. Any amendments to the policy, other than State and Federal laws that automatically supersede the relevant sections shall be forwarded to the City Council for approval by resolution.

Fund balance policy #7 calls for establishing a minimum level for each reserve fund. The City Council set the minimum level at its March 5, 2013 meeting. The chart below depicts how the proposed budget comports to the established minimum levels.

### Current Policies and Estimates

FY 14-15 Budget Policy Target Difference actual to policy  
set by City Council % \$

<b>Capital</b>					
Non-road & lease expenditures					
3.5% of revenue		\$ 3,280,778	\$ 656,678	500%	2,624,100
Road maintenance		\$ 943,000	\$ 1,180,000	80%	(237,000)
<b>Operating</b>					
5% Revenue Buffer		\$ 110,002	\$ 932,612	12%	(822,610)
Half-percent Discretionary		\$ 87,100	\$ 93,261	93%	(6,161)
3% Capital Outlay		\$ 2,556,054	\$ 562,867	454%	1,993,187
<b>Reserves</b>					
Reserves are either assigned (A); committed (C); or restricted (R)					
10% General Fund Reserve	C	\$ 2,946,438	\$ 1,876,223	157%	1,070,215
10% Hostelry Reserve	C	\$ 867,846	\$ 538,053	161%	329,793
Vehicle Replacement	A	\$ 150,000	\$ 176,500	85%	(26,500)
Technology Reserve	A	\$ 200,000	\$ 176,000	114%	24,000
Capital Reserve	C	\$ 877,771	\$ 3,193,352	27%	(2,315,581)
--other minimum levels--					
Debt Service	R	\$ 400,005	\$ 400,000	100%	5
Benefit Liability	C	\$ 344,293	\$ 350,000	98%	(5,707)
Debt Reduction	C	\$ 1,617	\$ 720,000	0%	(718,383)
Workers' Comp	C	\$ 149,006	\$ 200,000	75%	(50,994)
Natural Disaster	C	\$ 250,000	\$ 250,000	100%	-
OPEB Liability	C	\$ 1,086,338	\$ 1,500,000	72%	(413,662)
Long-term budget stability	A	\$ 2,946,438	\$ 500,000	589%	2,446,438
<b>Other &amp; Non General Fund Reserves</b>					
Various Deposit Accounts	C	\$ 527,011	n/a		
Gas Tax	C	\$ 167,574	n/a		
Parking in-lieu	C	\$ 700,759	n/a		
Traffic Safety	C	\$ 2,403	n/a		
Road Impact Fees	C	\$ (15,887)	n/a		
Grants	R	\$ 193,755	n/a		
Employee Benefits Plan	C	\$ 31,380	n/a		
Forest Theater	A	\$ 19,207	n/a		
Ambulance	A	\$ 107,441	n/a		
<b>Debt</b>					
Indebtedness less than 15% A.V.		\$ -	477,108,592	0.00%	(477,108,592)
8.25% of total expenditures		\$ 1,234,769	1,538,809	80%	(304,040)
<b>Investment</b>					
Total Portfolio		\$ 9,484,336	n/a		
LAIF		\$ 5,416,617	n/a		
30% Certificate of Deposits		\$ 1,993,183	2,845,301	70%	(852,118)
15% Cost value limitation					
TVI		\$ 993,183	1,422,650	70%	(429,467)
WFB		\$ 1,000,000	1,422,650	70%	(422,650)

The *restricted* fund balance category includes amounts that can be spent only for the specific purposes stipulated by constitution, external resource providers, or through enabling legislation. The *committed* fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the City Council. Amounts in the *assigned* fund balance classification are intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed.

## GLOSSARY

**Accounting System:** The total set of records and procedures which are used to record, classify and report information on the financial status and operations of an entity.

**Accrual Basis of Accounting:** Proprietary and non-expendable trust fund types utilize the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, such that revenues and expenditures are recognized when the underlying event or transaction takes place.

**Actuarial:** The statistical calculation of risks, premiums, etc. for insurance purposes.

**Adjusted Budget:** The budget that reflects all legal changes made to the original budget subsequent to the start of the year (even those that occur after the end of the year)

**Amortization:** The gradual reduction of a financial commitment according to a specified schedule of times and amounts.

**Appropriation:** An authorization granted by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period by the City Council.

**Appropriation Resolution:** The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

**Assessed Value:** The value placed on real and other property as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the State Board of Equalization establishes assessed value of utility property tax rolls.

**Assets:** Resources or property owned or controlled by a government, as a result of a past transaction or other event, that have recognizable monetary value.

**Balance Sheet:** A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specific date.

**Balanced Budget:** A balanced budget is a budget in which sources meet or exceed uses.

**Basis of Accounting:** The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place) and, (3) modified accrual basis (revenues recognized in the accounting period in which they become

available and measurable and expenditures recognized in the accounting period in which the fund liability is incurred).

**Basis of Budgeting:** Basis of budgeting refers to the method used for recognizing revenues and expenditures in budget. The City uses the modified accrual basis of accounting for budgetary purposes, which is in compliance with Generally Accepted Accounting Principles.

**Bond:** A written promise to pay (debt) a specified sum of money (principal or face value) on a specific future date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to finance large-scale capital projects such as buildings, bridges, streets, and utility infrastructure.

**Bond Rating:** An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Two agencies regularly review city bonds and generate bond rating: Moody's Investors Service and Standard and Poor's Ratings Group.

**Budget:** A plan for the expenditure of financial resources covering a specific time period, usually one year, which, by adoption, constitutes legal authority to spend. The City of Carmel-by-the-Sea adopts an annual budget from July 1 – June 30. The budget contains appropriations needed to continue the City's operations for the year and the revenues anticipated to finance them.

**Budget Document:** The official written statement prepared by the City Administrator and supporting staff which presents the proposed budget and operating plan to the City Council. Also refers to the final budget as adopted by the City Council.

**Budget Amendment:** Under the municipal code, the City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by a majority vote. The City Administrator has the authority to approve administrative adjustments to the budget, as long as the adjustments will not affect the bottom-line appropriations for any given department.

**Budget Calendar:** A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.

**Budgetary Basis of Accounting:** The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes. The City of Carmel-by-the-Sea uses the modified accrual basis for budgeting all funds, including proprietary funds.

**Budgetary Control:** The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available revenues. The level of budgetary control for City Council is at the department level. For the City Administrator, budgetary control is within a department, at the program level and at the major object level (groupings of individual line-item expenditure categories, for example, salaries and benefits, supplies and services, special projects, and non-capital equipment categories). For departments, budgetary control is at the line-item level within a particular major object group.

**Budget Message:** A general discussion of the budget presented in writing as a part of, or supplement to, the budget document. The budget message explains the principal issues against the background of financial trends and the priorities set forth in the budget.

**Capital Asset:** A tangible, fixed asset that is long-term in nature, of significant value, and obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to buildings, and infrastructure (i.e., streets, bridges and other immovable assets). A capital asset is defined as an asset with a useful life extending beyond a single accounting period. The capitalization threshold for the City of Carmel-by-the-Sea is \$10,000.

**Capital Expenditure:** An amount expended for fixed asset acquisitions and improvements. The capitalization threshold for the City of Carmel-by-the-Sea is \$10,000.

**Capital Budget:** A plan of capital expenditures and the means of financing them. The capital budget is adopted as part of the complete annual budget, including both operating and capital outlays.

**Capital Improvement Plan (CIP):** A formal long-term (multi-year) plan for the acquisition and improvement of major assets, such as land, buildings, machinery and equipment, and infrastructure (i.e., streets, bridges, and other immovable assets). The CIP identifies the expected beginning and ending date for each project, the amount to be expended in each, and the method of financing those expenditures. The City of Carmel-by-the-Sea prepares a five-year CIP and the threshold for inclusion in the CIP is \$10,000.

**Capital Lease:** An agreement that conveys the rights to use property, plant or equipment, usually for a stated period of time.

**Capital Projects Fund:** A governmental fund type used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds). See also Governmental Fund.

**Carryover:** Expenditure originally planned in the current year but, because of delays, is postponed to the following fiscal year.

**Certificate of Participation:** A form of lease-purchase financing used to construct or acquire capital facilities and equipment.

**Change in Service:** A change in the nature, type or level of service provided by a City program from that provided in the prior fiscal year's adopted budget, as amended.

**Compensated Absences:** The value of unused vacation, sick and other leave time for which employees will be paid when they retire or otherwise cease to work for a government.

**Contingency:** An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenue and similar eventualities, natural disasters, and federal mandates.

**Contractual Services:** Expenditures for City services performed by firms, individuals or other city departments.

**Cost-Reimbursement Basis:** The setting of service charges and fees such that costs are systematically recovered on a break-even basis over time. This term is used in connection with internal service funds.

**Debt Instrument:** A vehicle for borrowing funds, including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds. See also Bond.

**Debt Service:** Payment of interest and repayment of principal to holders of a government's debt instruments.

**Debt Service Fund:** A governmental fund type used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in the enterprise fund itself. See also Governmental Fund.

**Debt Service Requirement:** The amount of money required to pay interest and principal on outstanding debt and the required contributions to accumulate monies for future retirement of long-term bonds.

**Department:** An operational and budgetary unit designated by the City Council to define and organize City operations, or a group of related operations within a functional area.

**Depreciation:** The expiration in the service life of fixed assets (buildings, machinery, equipment, etc.) attributable to normal wear and tear. The portion of the cost of the expiration in the service life of a capital asset is charged as an expense during a particular accounting period in the Statement of Net Assets.

**Encumbrances:** Amounts committed to pay for goods and services a government contracted for but did not yet receive. Encumbrances outstanding at year-end are reported as reservations of fund balances and do not constitute expenditures or liabilities because the commitment will be honored during the subsequent year.

**Enterprise Fund:** A proprietary fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, such that the costs of providing goods and services to the general public are financed or recovered primarily through fees charged directly to the users of the goods or services provided. The City of Carmel-by-the-Sea has ten enterprise funds, including Ambulance. See also Proprietary Fund.

**Enterprise Fund Accounting:** Accounting used for government operations that are financed and operated in a manner similar to private sector enterprises, and for which preparation of an income statement is desirable. Enterprise Funds use the accrual basis of accounting.

**Estimated Revenue:** The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.

**Expenditure:** The outflow of funds paid, or to be paid, for goods and services received during the current period. Note: an encumbrance is not expenditure; rather it represents a reservation on fund balance.

**Expense:** The incurrence of liabilities or the consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitutes the entity's ongoing major or central operation. This term applies to the City's Enterprise and Internal Service Funds.

**Fiduciary Fund:** A major fund type used to account for assets held by the City in a trustee, agency or custodial capacity for others. The City of Carmel-by-the-Sea has pension trust, expendable trust, non-expendable trust, and agency funds within the fiduciary fund type. Expendable trust funds are accounted for in the same manner as governmental funds, using the modified accrual basis of accounting. Pension trust and non-expendable trust funds use the accrual basis of accounting. An agency fund is



custodial in nature in that it does not measure results of operations and the assets equal liabilities (i.e., all assets are held solely for the benefit of others).

**Fiscal Year:** The 12-month period to which the annual operating budget applies, at the end of which a government determines its financial position and the results of its operations. The City of Carmel-by-the-Sea operates on a fiscal year from July 1 through June 30.

**Fixed Asset:** See Capital Asset.

**Full-Time Equivalent (FTE):** The standardized unit of measurement of staffing equal to 2,080 hours of work per year. For all positions and employee types, FTE equals the number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law. 1.0 FTE means the position is funded equivalent to a full-time worker, while an FTE of 0.5 signals that the position is funded half-time.

**Fund:** A separate fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances and changes therein are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations. There are three major fund types: governmental, proprietary, and fiduciary.

**Fund Balance:** From a strict accounting perspective, fund balance represents the excess of assets over liabilities. It also represents the cumulative effect of revenues and other financing sources over expenditures, and other financing uses that are available for reservation, designation or appropriation. A negative fund balance is called a fund deficit.

**General Fund:** The primary operating fund of a governmental organization that accounts for activities and services not required to be accounted for in another fund, and traditionally associated with governments, such as police and fire service, which are financed primarily through tax, intergovernmental and other non-exchange revenues.

**General Obligation Bond:** A bond sold to generate financing for various purposes, and to be repaid with normal, unrestricted operating revenue, usually from the General Fund.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for accounting and reporting. These standards govern the form and content of the annual financial statements of an entity. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

**Governmental Accounting Standards Council (GASB):** The GASB was organized in 1984 as an independent, professional body (by the Financial Accounting Foundation) to establish standards of financial accounting and reporting for state and local governmental entities. Its standards guide the preparation of external financial reports of those entities. The Foundation is responsible for selecting the members of the GASB and its Advisory Council, funding their activities, and exercising general oversight (except with regard to the GASB's resolution of technical issues).

**Governmental Activities:** Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues, and usually reported in governmental and internal service funds.

**Government Finance Officers Association:** An international professional governmental finance association. The GFOA distinguished budget award presentation is an attainable goal set by the majority of municipalities in the United States.

**Governmental Fund:** A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting. The City of Carmel-by-the-Sea uses four types of governmental funds: general, special revenue, debt service, and capital projects funds.

**Grant:** Contributions of cash or other assets donated from one governmental agency or organization to another, and usually restricted for a specific purpose. Typically, these contributions are made to local governments from state and federal governments.

**Infrastructure:** Facilities that support the daily life and growth of the City, for example, roads, waterlines, sewers, public buildings, parks and airports.

**Interfund Reimbursements:** Payments from one fund to another to reimburse costs to the recipient fund.

**Interfund Transfers:** Payments from one fund to another to finance the operations of the recipient fund.

**Internal Service Fund:** Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost-reimbursement basis. See also Proprietary Fund.

**Liability:** Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. Note: the term does not include encumbrances.

**Line-Item Budget:** A budget that lists detailed expenditure categories separately, along with the amount budgeted for each specified category. The City of Carmel-by-the-Sea uses program rather than line-item budgeting; however, detailed line-item accounts are maintained and recorded for financial reporting and control purposes.

**Major Object:** Categorized groupings of individual line-item expenditures that are similar in nature. For example, the City's major object categories include salaries and benefits, supplies and services, special projects, non-capital equipment, capital equipment, and miscellaneous.

**Mandate:** Legislation passed by the state or federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

**Materials and Supplies:** A category of expenditures which includes goods or services that are consumed in achieving cost center objectives.

**Modified Accrual Basis of Accounting:** Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). "Measurable" means the amount of the transaction that can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Those revenues susceptible to accrual include property taxes remitted within 60 days after year-end, interest on investments, and certain intergovernmental and other revenues. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due, or when amounts have been accumulated in the debt service fund for payments to be made early in the following year. All governmental fund types, expendable trust funds and agency funds use the modified accrual basis of accounting.

**Objective:** Quantified, outcome-based statements of what will be accomplished during the budget year. These annual performance goals are specific, measurable, time-bound, and realistic, yet challenging. Objectives cover day-to-day activities as well as one-time initiatives.

**Operating Budget:** A plan of financial operations embodying an estimate of planned expenditures for a given period (typically a fiscal year) and the proposed means for financing them (revenue estimates). The annual operating budget, as distinguished from the capital program budget, is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The

City of Carmel-by-the-Sea generally adopts a two-year financial plan that includes the adoption of actual budget appropriations for the first year of the financial plan, and recommendations for year two.

**Operating Deficit:** The deficiency of operating revenues under expenditures during a single accounting period.

**Operating Surplus:** The excess of operating revenues over operating expenditures during a single accounting period.

**Ordinance:** A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

**Other Financial Sources:** A category of revenues which includes operating (interfund) transfers-in, appropriated reserves and appropriated fund balance.

**Other Financial Uses:** A category of expenditures which includes operating (interfund) transfers-out and the reserve for contingency.

**Outstanding Bonds:** Bonds not yet retired through principal and interest payments.

**Performance Measure:** Quantifiable indicators that measure program workload or progress in achieving program objectives.

**Position:** All legal regular positions, whether funded or unfunded, multiplied by the percent of time authorized.

**Program:** A group of activities, operations or organizational units organized to accomplish specific purposes, goals or objectives. It is a distinct functional unit within a department, consisting of a significant service provided using City resources.

**Program Budgeting:** A method of budgeting that focuses on services provided to customers at the functional (or program) level.

**Proposed Budget:** This refers to the status of an annual budget, which has been submitted by the City Administrator and is pending public review and City Council adoption.

**Proprietary Fund:** A major fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other City departments (internal users), and the costs of which are financed or recovered primarily through fees and

service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

**Reserves:** Accumulated funds legally restricted or otherwise designated by management and/or City Council for specific purposes. See also Fund Balance.

**Resolution:** An order of the City Council requiring less legal formality than an ordinance.

**Revenue Bond:** A bond sold to construct a project that will produce revenues pledged for the repayment of principal and related interest.

**Revenues:** Total amount of income received, earned, or otherwise available for appropriation.

**Self-Insurance:** A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency.

**Service Charge:** See User Fee.

**Special Revenue Fund:** A governmental fund type used to account for the proceeds from specific revenue sources, other than trusts or major capital projects, that are legally restricted to expenditures for specific purposes. See also Governmental Fund.

**Traffic Safety:** Violation fines and penalties which by State law money must be used for traffic safety related expenditures including traffic enforcement and capital projects.

**Transient Occupancy Tax (TOT):** Tax collected by hotel operators and imposed on hotel guests for transient lodging (30 days or less) within the City. The current TOT rate is 10%.

**User Fee:** The voluntary payment of a fee for direct receipt of a public service by the party directly benefiting from service.

## **APPENDIX: List of Acronyms**

**ABC** Alcoholic Beverage Control

**ACCEL** Authority of California Cities Excess Liability

**ADA** Americans with Disabilities Act

**AF** Acre Feet

**ALS** Advanced Life Support

**AMBAG** Association of Monterey Bay Area Governments

**AMR** American Medical Response

**A/P** Accounts Payable

**APWA** American Public Works Association

**ARRA** American Recovery and Reinvestment Act

**BLS** Basic Life Support

**BPO** Blanket Purchase Order

**C&D** Recycling Construction and demolition recyclable waste

**CA-DHS** California Department of Health Services

**CAD** Computer Aided Dispatch System

**CAFR** Comprehensive Annual Financial Report

**CAL-ID** State of California's automated fingerprinting identification system

**CALPERS** California Public Employees' Retirement System (CalPERS) is an agency of the State of California that administers the City's retirement plans

**CAO** Carmel-by-the-Sea City Administrator Office

**CAPER** Consolidated Annual Performance Report

**CARB** California Air Resources Board

**CCC** Combined Communications Center

**CCTV** Closed Circuit Television

**CCWA** Central Coast Water Authority

**CDBG** Community Development Block Grant

**CEQA** California Environmental Quality Act

**CERT** Community Emergency Response Training

**CIP** Capital Improvement Program

**CMC** Carmel-by-the-Sea Municipal Code

**COP** Citizen-Oriented Policing

**COP** Certificate of Participation

**COPS** Community Oriented Problem Solving

**CPBD** Carmel-by-the-Sea Community Planning and Building Department

**CPD** Carmel-by-the-Sea Police Department

**CPUC** California Public Utilities Commission

**CRFA** Carmel Regional Fire Ambulance

**CSMFO** California Society of Municipal Finance Officers

**CWQCB** California Water Quality Control Board

**DA** District Attorney

**D.A.R.E.** Drug Awareness Resistance Education

**DOJ** Department of Justice

**DUI** Driving Under the Influence

**EE** Employee

**EIR** Environmental Impact Report

**EMS** Emergency Medical Services

**EMSA** Emergency Medical Services Agency, an agency of Monterey County

**EMT** Emergency Medical Technician

**ENF** Enforcement

**EOC** Emergency Operations Center

**EPA** Environmental Protection Agency

**ERAF** Educational Revenue Augmentation Fund

**FBI** Federal Bureau of Investigation

**FMLA** Family and Medical Leave Act

**FMS** Financial Management System

**FORA** Fort Ord Reuse Authority

**FTE** Full-time Equivalent Job Position

**FY** Fiscal Year

**FYE** Fiscal Year End

**GAAP** Generally Accepted Accounting Principles

**GASB 34** Governmental Accounting Standards Board Statement No. 34

**GASB** Governmental Accounting Standards Board

**GFOA** Government Finance Officers' Association

**GIS** Geographical Information Systems

**GOA** Gone on Arrival

**GPU** General Plan Update

**HBRR** Federal Highway Bridge Replacement and Rehabilitation funds

**HHW** Hazardous Household Waste

**HLC** Historic Landmarks Commission

**HML** Harrison Memorial Public Library

**HOME** Federal Home Investment Partnership Program

**HUD** Housing and Urban Development

**ICMA** International City/County Management Association

**IIPP** Injury and Illness Prevention Program

**IOD** Injury on Duty

**IPM** Integrated Pest Management

**JPA** Joint Powers Authority



**LAFCO** Local Agency Formation Commission  
**LAIF** Local Agency Investment Fund  
**LEA** Local Enforcement Agency  
**LED** Light-Emitting Diode  
**LEED** Leadership in Energy and Environmental Design  
**LIUNA** Laborers' International Union of North America  
**LUFT** Leaking Underground Fuel Tank  
**MCCVB** Monterey County Conference and Visitors' Bureau  
**MDC** Mobile Data Computer  
**MPRWA** Monterey Peninsula Regional Water Authority  
**MRE** Mobile Reporting Equipment  
**MOU** Memorandum of Understanding  
**MST** Monterey-Salinas Transit District  
**NIMS** National Incident Management System  
**NPDES** National Pollution Discharge Elimination System  
**OSH** Occupational Safety and Health  
**OSHA** Occupational Safety and Health Administration  
**PC** Planning Commission  
**PERS** Public Employee Retirement System  
**PG&E** Pacific Gas and Electric  
**PM** Planned Maintenance  
**POB** Pension Obligation Bond  
**POST** Police Officers' Standards & Training  
**PQI** Pavement Quality Index  
**PRT** Pre-Application Review Team  
**PSA** Public Service Announcement

**PUC** Public Utilities Commission

**RFP** Request for Proposal

**RFQ** Request for Qualifications

**RMS** Records Management System

**RWQCB** California Regional Water Quality Control Board

**SCC** Sunset Cultural Center

**SEMS** Standardized Emergency Management System

**SMU** Site Mitigation Unit

**SOP** Standard Operating Procedures

**STIP** State Transportation Improvement Project funds

**SWPPP** Storm Water Pollution Prevention Plan

**TAMC** Transportation Agency of Monterey County

**TDA** Transportation Development Act

**TOT** Transient Occupancy Tax

**USGS** U.S. Geological Services

**USPS** United States Postal Service

**UST** Underground Storage (Fuel) Tanks

**UUAD** Underground Utility Assessment District

**UUT** Utility Users' Tax

**VAPP** Visual Arts in Public Places

**VOIP** Voice Over Internet Protocol

**WAN** Wide Area Network

**CITY OF CARMEL-BY-THE-SEA  
CITY COUNCIL**

**RESOLUTION 2014-044**

**A RESOLUTION ADOPTING THE FISCAL YEAR 2014-2015 OPERATING PLAN AND  
BUDGET AND ADOPT BUDGET ADJUSTMENTS FOR FISCAL YEAR 2013-2014**

---

WHEREAS, the City Council was presented a balanced Triennial Budget for Fiscal Years 2014-15 through 2014-17; and

WHEREAS, the City Council held public meetings to review and receive public comment on the Triennial Budget; and

WHEREAS, the City Council has approved certain special reserve and restricted funds for specific purposes as defined in the Municipal Code; and

WHEREAS, the City Council authorizes deposit accounts into and from which funds are received and disbursed, and maintained in the City's bank account; and

WHEREAS, the City Council approves FY 2014-2015 of the Five-Year Capital Program; and

WHEREAS, in accordance with California Government Code Section 53646, the Triennial Budget includes the City's Investment Policy approved on February 5, 2013; and

WHEREAS, the City Council has adopted as part of its fiscal policies that fees and charges should be adjusted annually; and

WHEREAS, the City Council appropriated funds for certain capital projects in Fiscal Year (FY) 13-14 that remain construction in progress at the end of the fiscal year.

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA DOES:

1. Adopt FY 2013-14 budget adjustment requests (Attachment A);
2. Approve final budget adjustments to the FY 2014-15 Proposed Budget including budget balancing adjustments (Attachment B);

3. Approve carryover of unexpended FY 2013-2014 Capital Improvement Program budget to FY 2014-2015 for capital projects (Attachment C);
4. Authorize the annual adjustment of the City's fees and changes for services effective July 1, 2014 based up on the San Francisco – Oakland consumer price index as provided for in the City's fiscal policies C94-01 as amended February 5, 2013;
5. Adopt the budget for Fiscal Year 2014-2015 of the 2014-2017 Triennial Budget and place said budget on file at City Hall and on the City's Web Site

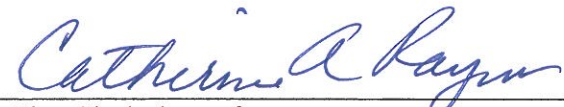
PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF CARMEL-BY-THE-SEA this 10th day of June 2014, by the following:

AYES:	5	COUNCIL MEMBERS:	Beach, Dallas, Theis, Talmage, Burnett
NOES:	0	COUNCIL MEMBERS:	None
ABSENT:	0	COUNCIL MEMBERS:	None
ABSTAIN:	0	COUNCIL MEMBERS:	None

APPROVED:

ATTEST:

  
\_\_\_\_\_  
Mayor of said City

  
\_\_\_\_\_  
City Clerk thereof

RESOLUTION 2014-0-4, ATTACHMENT A

Fiscal Year 2013-2014  
Budget Adjustment Requests  
June, 2014

Adjust #	Department	Account	Account Description	Amount	Reason for Adjustment	Current Budget	Proposed Adjusted Budget
2014-09	Public Safety General Fund	01-74053	Contractual Services	210,000.00	To remove unneeded expenditure budget	320,000	110,000.00
		01-24048	General Fund Reserves	210,000.00			210,000.00
2014-10	Community Planning & Building General Fund	01-69053	Contractual Services	210,000.00	To appropriate additional expenditure budget	99,950	309,950.00
		01-24048	General Fund Reserves	210,000.00			210,000.00

Name	Date
Susan Paul	6/4/14
Jason Stilwell	6/4/14
Mayor & Council	6/10/14

Content Approved by Admin Services  
Recommended by City Administrator  
Authorized by City Council

**RESOLUTION 2014-044, ATTACHMENT B**  
**Budget Balancing Adjustments for FY 2014-2015**

Balance of Sources and Uses - \$Positive / (\$ Negative)		0
Dept	Council Adjustments to FY 2014-15 Proposed Budget	Amount
	<b>USES: Program Restorations and Expansions</b>	
CPB	Planning staff	98,800
PD	Beach enforcement	20,000
DPS	Beach cleanup	27,000
CIP	Trash cans	30,000
CIP	Picadilly restroom access design	10,000
CIP	SCC Ramp design (Mission to Carpenter Hall)	10,000
DPS	MTNP invasive tree management	45,000
CIP	Digital tree database	6,500
CIP	Urban forest rehabilitation	5,000
CIP	Dunes habitat restoration (carryover 1314)	
CIP	Beach stair maintenance (carryover 1314)	
CIP	Shoreline Assessment & Implement (1314)	
CIP	Del Mar permeable asphalt	60,000
CIP	Forest Theater repairs	396,500
	Street and Roads	350,000
	<b>Total GF Restorations and Expansions</b>	<b>\$ 1,058,800</b>
	<b>SOURCES: New/Unanticipated Revenue, Appropriation Transfer, and Use of Designations</b>	
CIP	Bikeway projects	
CIP	Rio Road	458,800
	1314 YE Surplus	250,000
	Long Term Budget Stability (YE Surplus)	350,000
	<b>Total Sources</b>	<b>\$ 1,058,800</b>

**Notes:** For budgeting purposes, all sources and uses will be passed through the General Fund.

**RESOLUTION 2014-044, ATTACHMENT C**  
**Carryover of Unexpended FY 2013-2014 Capital Improvement Program Budget to FY 2014-2015**

<b>Project #</b>	<b>Project Name</b>	<b>Account</b>	<b>Budget</b>	<b>Carryover</b>
LIB-1314-02	Park Branch Basement Restoration	13-88777	10,000	5,500
FAC-1213-01	PD/PW Roof/Patio	13-89431-0001	75,000	71,600
FAC-13-14-03	Sunset Center Railing	13-88693	15,000	14,000
FPB-1112-03	Tennis Court Renovation	13-89626	77,095	
FPB-1213-01	Beach Stair maintenance	13-89627	24,000	24,000
FPB-1213-06	Scenic restroom	13-89430	825,000	825,000
FPB-1314-01	4th Ave Irrigation	13-89636	20,000	16,100
FPB-13-14-02	Dunes Habitat	13-87602	24,500	24,500
FPB-1314-04	Shoreline Assessment	13-89649	20,000	20,000
FPB-1314-05	MTNP Entrance	13-89650	48,000	7,000
FPB-1314-06	Trash can refurb/Replacement	13-89655	32,500	23,088
			<u>2,545,295</u>	<u>1,302,420</u>